



CARIBOU

2021 Annual Report





Annual Report 2021

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CITY OF CARIBOU, MAINE

20 ____

TAX CLUB

Name _____

Address _____

Account No _____

Amount Per Month \$ _____

TAX CLUB

The City of Caribou has for many years offered taxpayers a monthly payment plan for current taxes. Payments start in January of each year and are divided into 12 payments, based on previous year tax amount. Tax bills are normally mailed in July and any necessary adjustments will be made to the remaining payments.

Payments must be received on or before the 20th of each month in order to qualify for the "no interest" benefit.

This plan has been well received by many Caribou taxpayers, especially by senior citizens and others on fixed incomes. Anyone interested in participating is invited to come to the City Office to set up payments. All participants for the current year will automatically be provided a payment book for next year, providing payments have all been made as agreed.

If you have any questions about our Tax Club, please call 493-3324 Menu Option 1.



Administration

CITY COUNCIL

Mayor Jody Smith

First elected 2019 • Current term ends 12/31/2021

Deputy Mayor Thomas Ayer

First elected 2019 • Current term ends 12/31/2021

Joan L Theriault

Appointed 2012; Elected 2013

Current term ends 12/31/2022

Courtney Boma

First elected 2021 • Current term ends 12/31/2023

Louella Willey

First elected 2021 • Current term ends 12/31/2023

R. Mark Goughan

First elected 2021 • Current term ends 12/31/2023

Douglas C Morrell

First elected 2020 • Current term ends 12/31/2022

ADMINISTRATION

City Manager	Penny Thompson
Finance & HR Director	Carl Grant
Tax Collector & Treasurer	Carl Grant
Deputy Tax Collector	Holly Nadeau
Deputy Treasurer	Holli Doody
Assessor's Agent	Penny Thompson
Deputy Assessor's Agent	Tony Michaud
Building Inspector	Tony Michaud
CEO & Zoning Administrator	Kenneth Murchison
Deputy Code Enforcement Officer	Tony Michaud
Plumbing Inspector	Brandon Saucier
City Clerk & G.A. Administrator	Danielle Brissette
Deputy City Clerk	Cherie Garman
Fire Chief & Ambulance Director	Scott Susi
Health Officer	Scott Susi
Housing Director	Lisa Plourde
Library Director	Peter Baldwin
Parks & Recreation Superintendent	Gary Marquis
Police Chief & EMA Director	Michael Gahagan
Public Works Director	David Ouellette
Municipal Auditor	Felch & Company
Cary Medical Center CEO	Kris Doody, R.N.
Eastern Aroostook RSU 39 Superintendent	Timothy Doak
Asst Superintendent of Curriculum & Instruction	Jane McCall
High School Principal	Eric McGough
Caribou Community School Principal	Leland Caron
Caribou Community School Asst Principal	Travis Barnes
Athletic Director	Evan Graves
Utilities District General Manager	Hugh Kirkpatrick
Water Plant Operator/Distribution Foreman	Russell Plourde

CALENDAR TAX ASSESSOR

April 1 – Tax Situs Day; Property tax exemption (Veteran, Homestead, Blind) paperwork must be filed on or before this date to be considered for exemption

April 15 – Business Personal Property declarations due; annual Mobile Home Park Owner's List due

May 1 – BETE paperwork due

June 1 – Ratio Declaration & Reimbursement Application filing deadline

July 1 – Farm tractors and aircrafts must be excised by this date. If not, they will be considered personal property for taxation.

August 1 – BETR program for previous year's taxes begins

November 1 – Annual Municipal Valuation Return filing deadline

December 31 – Annual deadline for BETR program applications

** 185 days from commitment date is the deadline to file for an abatement on taxes committed for that year

CITY CLERK

Dog Licenses expire December 31st each year. Late fee after January 31st is \$25.00. Rubbish Hauler Permits, Taxicab Licenses and Taxicab Drivers' Licenses expire on April 30th.

CITY COUNCIL

Typically meets the second and fourth Monday of each month at 6:00 p.m. View the City's website calendar for meeting dates: www.cariboumaine.org/index.php/calendar/

PLANNING BOARD & ZONING BOARD OF APPEALS

Planning Board: Meets the second Thursday of the month at 5:30 p.m. Board of Appeals: Meets on an as needed basis.

EASTERN AROOSTOOK RSU 39 BOARD OF EDUCATION

Generally meets the first and third Wednesday of each month at 6:00 p.m.

AROOSTOOK WASTE SOLUTIONS HOURS & DAYS OF OPERATION

8 a.m. – 3:45 p.m. Monday through Friday

8 a.m. – 2:45 p.m. Saturdays

Closed Sundays

8a.m. – 12p.m. Martin Luther King Day, President's Day, Columbus Day, Veteran's Day and Christmas Eve

Closed – New Years Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day & Christmas Day



City Manager

It is my pleasure to present the 2021 Annual Report for the City of Caribou. This report highlights major accomplishments and initiatives over the past year along with key financial information for the City of Caribou.

When previous Caribou City Manager Dennis L. Marker and his family said adieu to Caribou in June 2021, I was honored to be given the opportunity to serve my neighbors as the Interim City Manager. In October, I was humbled when hired by the Caribou City Council become the tenth professional manager in Caribou – and the first woman to serve in the role. I offer my sincere gratitude for all that team members have accomplished this year for our city, our residents, and our business community. 2021 was certainly challenging, but the enthusiasm, dedication and compassion of this team was unwavering. They

never made excuses and continued to serve our community seamlessly. I am thankful for each and every one of them.

Even if it felt as such, the ongoing pandemic was not the only noteworthy event of 2021. As you will see in reviewing this report, your City government was busy throughout the year continuing our mission of delivering exemplary municipal services responsive to the entire community and consistent with our history, culture, and unique character.

I am grateful every day to be in your service,

A handwritten signature in black ink that reads "Penny Thompson".

Penny Thompson
Caribou City Manager

2021 Caribou City Council



(l-r) Douglas Morrell, Thomas Ayer, Jody Smith, R. Mark Goughan, Courtney Boma, Joan Theriault, Louella Willey



Legislature

SUSAN M. COLLINS
MAINE

413 DIRKSEN SENATE OFFICE BUILDING
WASHINGTON, DC 20510-1904
(202) 224-2623
(202) 224-2653 (FAX)

United States Senate
WASHINGTON, DC 20510-1904

COMMITTEES:
APPROPRIATIONS
HEALTH, EDUCATION,
LABOR, AND PENSIONS
SELECT COMMITTEE
ON INTELLIGENCE
SPECIAL COMMITTEE
ON AGING

Dear Friends:

I am deeply honored to serve the people of Maine in the U.S. Senate, and I welcome this opportunity to share some of the areas I have been working on over the past year.

The ongoing COVID-19 pandemic continues to pose enormous challenges for our state and our country. When the pandemic began, I co-authored the Paycheck Protection Program that helped small businesses remain afloat and keep their employees paid. In Maine, our small businesses received more than 47,000 forgivable loans totaling \$3.2 billion. I also led efforts to provide relief for loggers, lobstermen, and bus companies.

In addition, I helped secure \$700 million to assist Maine's overwhelmed hospitals and nursing homes, and a new law I led prevented Medicare payment cuts to help further ease the financial strain on our hospitals. I also urged the CDC to update its recommendations so that our students and teachers could safely return to their classrooms, and I pressed the Administration to end the closure of the U.S.-Canada border.

While addressing the pandemic has been a major focus, I've also worked hard to ensure Maine's other needs are met. A group of 10 Senators, of which I was a part, negotiated the landmark bipartisan infrastructure bill that was signed into law in November. I co-authored the section of the bill that will provide Maine with as much as \$300 million to expand high-speed internet in rural and underserved areas.

Soaring inflation is another crisis, particularly when it comes to the cost of heating oil. I have strongly supported federal programs that help Maine families stay warm. In November, Maine was awarded \$35 million to help low-income Mainers pay their energy bills. And the bipartisan infrastructure bill included \$3.5 billion to help families make energy efficiency improvements that would permanently lower their heating costs.

As a senior member of the Appropriations Committee, I have supported investments in Maine's communities. This year's funding bills include \$265 million I championed for 106 projects across Maine. These projects would help create jobs, improve workforce training, address the opioid crisis, and increase access to childcare and health care services. In addition, I worked to reverse proposed cuts to our Navy in order to help protect America and keep the skilled workers at Bath Iron Works on the job. The bills also include \$475 million for the construction of a new dry dock at Maine's Portsmouth Naval Shipyard that will allow the Navy to continue to carry out its submarine missions. I will keep working to get these important bills enacted.

No one works harder than the people of Maine, and this year I honored that work ethic when I cast my 8,000th consecutive vote, becoming the only Senator in history to do so without ever having missed a roll call vote. The Lugar Center at Georgetown University once again ranked me as the most bipartisan Senator for the eighth year in a row.

In the New Year, I will keep working to solve problems and make life better for the people of Maine and America. May 2022 be a happy, healthy, and successful one for you, your family, and our state.

Sincerely,

Susan M. Collins
United States Senator



Legislature

ANGUS S. KING, JR.
MAINE

133 HART SENATE OFFICE BUILDING
(202) 224-5344
Website: <https://www.King.Senate.gov>

United States Senate

WASHINGTON, DC 20510
January 3, 2022

COMMITTEES:
ARMED SERVICES
CHAIRMAN, STRATEGIC FORCES
SUBCOMMITTEE
BUDGET
ENERGY AND
NATURAL RESOURCES
CHAIRMAN, NATIONAL PARKS
SUBCOMMITTEE
INTELLIGENCE
RULES AND ADMINISTRATION

Dear Friends,

On the heels of 2020's challenges, 2021 brought us both amazing progress and frustrating setbacks. The incredible rollout of several effective, FDA approved COVID-19 vaccines helped reduce the risks of this deadly pandemic – but vaccine hesitancy, combined with the dangers of new variants, have prolonged this crisis and created new risks for Maine people. The challenges raised tension levels to boiling points during the fallout of the 2020 presidential election and the January 6th Capitol attack. But despite that, Congress was able to deliver for a nation gripped by an unprecedented pandemic. As we reflect back on the year, we see the important action that will make a difference for Maine people – as well as work still unfinished.

As COVID-19 continued to impact communities across our state and the country, Congress's first priority this year was to confront the pandemic's health threats and economic toll. We immediately got to work on the *American Rescue Plan*, crafting an emergency bill to meet the moment and get our nation back on stable footing. The legislation delivered essential support to businesses facing crises, households in need, and the medical professionals on the front lines of this fight. The funds helped get vaccine shots in arms, while also confronting the damage done to our economy. All told, the *American Rescue Plan* is bringing billions of dollars to Maine, helping the state continue to push through this crisis and bounce back stronger than ever.

After passing the *American Rescue Plan*, Congress turned its attention to a longstanding but unfulfilled priority: infrastructure. Through hard work and compromise, both parties came together to pass a bipartisan bill that finally addresses key infrastructure needs. For Maine people, the bill means an estimated \$1.5 billion to repair crumbling roads and out-of-date bridges, \$390 million to improve access to clean drinking water, and more. I am most excited about the significant funding for broadband – because, as we have seen during the pandemic, broadband is a necessity to succeed in the 21st century economy. The historic investments in the bipartisan infrastructure bill, combined with additional funding I pushed for in the *American Rescue Plan*, will bring an estimated \$400 million for broadband home to Maine. These funds will be nothing short of transformational, creating new opportunities across our state.

These two bills have made and will continue to make a real difference for Maine people, helping to both address the challenges of COVID-19 and lay a foundation for long-term success. I am proud of what we've accomplished this year – but I know there is still a lot of work to do and that the road ahead is challenging. Even still, I am filled with optimism because I know the true nature of our citizens, though challenged, has not changed. Despite every hardship, people in towns and communities have stepped up with strong local leadership, a willingness to help, and a Maine 'neighborhood' spirit. It is why I truly believe we can and will get through anything together. Mary and I wish you a happy, healthy, and safe 2022.

Best Regards,

Angus S. King, Jr.
United States Senator

AUGUSTA
40 Western Avenue, Suite 412
Augusta, ME 04330
(207) 622-8292

BANGOR
202 Harlow Street, Suite 20350
Bangor, ME 04401
(207) 945-8000

BIDDEFORD
227 Main Street
Biddeford, ME 04005
(207) 352-5216

PORTLAND
1 Pleasant Street, Unit 4W
Portland, ME 04101
(207) 245-1565

PRESQUE ISLE
167 Academy Street, Suite A
Presque Isle, ME 04769
(207) 764-5124

In Maine call toll-free 1-800-432-1595
Printed on Recycled Paper



Legislature



Troy D. Jackson
President of the Senate

THE MAINE SENATE
130th Legislature

3 State House Station
Augusta, Maine 04333

Dear residents of Caribou,

Last winter, I was gathered with my colleagues at the Augusta Civic Center to be sworn into office. We weren't sure what to expect for the work ahead of us. A year later, I am proud of the work we have done to not just help Maine get back on track, but make progress that would be notable even in the best of times.

This past year, we wasted no time in getting to work for Maine people. I'm proud of what we got done in the legislature, including property tax relief, delivering 55 percent of funding for our schools, supporting Maine workers and small businesses, growing the Rainy Day Fund to \$492 million, and making progress reining in the cost of health care and prescription drugs.

Over the past year and a half, so many Mainers came together to do what is right to get us through this crisis. The legislative session is well underway in Augusta, I'm proud of the work the legislature has done to harness our best ideas and work across party lines, geographical differences and more to ensure our state comes through this period of our history stronger than we entered it.

As always, I know there is a long road ahead and more work to do to make Maine a great place to live. I promise to continue that fight during the legislative session this year.

If you have other concerns or ideas for legislation, my door is open. Please feel free to call or email me anytime. You can also go to www.troyjackson.org to find out more about what I am working on in Augusta or to sign up for my newsletter.

Sincerely,

Troy Jackson
Senate District 1
Maine Senate President

State House (207) 287-1500 * TTY (207) 287-1583 * Fax (207) 287-5862 * Toll Free 1-800-423-6900

Email: Troy.Jackson@legislature.maine.gov * Web Site: TroyJackson.org



Legislature

Washington Office
1222 Longworth House Office Building
Washington, D.C. 20515
Phone: (202) 225-6306
Fax: (202) 225-2943
www.golden.house.gov



Committee on Armed Services
Committee on Small Business

Jared Golden
Congress of the United States
2nd District of Maine

Dear Friends, □

I hope this letter finds you safe and well. It remains a privilege to represent you in Congress, and I appreciate the opportunity to update you on what I have been working on for the people of the Second Congressional District.

This year, our small businesses, workers and families, hospitals, states, and towns continued to face challenges related to the coronavirus pandemic. COVID-19 has been a serious threat to public health and our economy that requires a comprehensive, ongoing response. While we are not yet out of the woods, there is a light at the end of the tunnel. Still, I know there are many Mainers who will continue to need assistance getting through this pandemic. I am committed to making sure our communities' most urgent needs are met to get our economy back on track.

One thing I am particularly proud of this year is that Democrats, Republicans, and the Biden Administration worked together to pass the bipartisan *Infrastructure Investment and Jobs Act*, which will make a once-in-a-generation investment in our nation's infrastructure □ and support Maine jobs. This bill will bring \$1.3 billion to Maine for highways and \$225 million for bridge replacement and repairs, as well as \$234 million to improve public transportation options. It will also allocate over \$100 million to help provide broadband access to the 42,000 Mainers currently without it and make 310,000 Mainers eligible for the Affordable Connectivity Benefit to help families pay for internet access. Crucially, it will also provide Maine with \$390 million to combat Maine's historically high rates of lead poisoning by replacing lead pipes and allowing Maine families access to clean drinking water.

Another one of my priorities in Congress is protecting Maine jobs. For one, shipbuilders at Bath Iron Works are a vital part of our economy, and the ships they build are critical to our national security. Throughout 2021, I led the Maine congressional delegation in pushing back against the Biden Administration's proposed decrease in DDG-51 shipbuilding, a proposal that would have had serious consequences for the shipbuilding workforce at BIW, one of the two shipyards that produces these destroyers, and American naval capabilities around the world. We fought successfully to include authorization for construction of three new DDG-51 destroyers in the final National Defense Authorization Act. I will continue to work hard with my colleagues on the House Armed Services Committee to ensure that we protect our national security and shipbuilding jobs in Maine.

My most meaningful work in Congress continues to be providing direct assistance to Mainers. My staff and I stand ready to serve you. If you are looking for assistance with a federal agency, help for your small business, or want to keep me informed about the issues that matter to you, please reach out to one of my offices below:

Caribou Office: 7 Hatch Drive, Suite 230, Caribou ME 04736. Phone: (207) 492-6009

Bangor Office: 6 State Street, Bangor ME 04401. Phone: (207) 249-7400

Lewiston Office: 179 Lisbon Street, Lewiston ME 04240. Phone: (207) 241-6767

I am especially glad to share that my wife Izzy and I were pleased to welcome our daughter, Rosemary, into the world this year. Mom and baby are happy and healthy, and we're so thankful for this blessing. We look forward to showing her the beauty of Maine in the months and years ahead.

Sincerely,

Jared F. Golden
Member of Congress



Legislature



Sue Bernard

70 Grimes Road
Caribou, ME 04736
Home Phone: (207) 210-0518
Sue.Bernard@legislature.maine.gov

HOUSE OF REPRESENTATIVES

2 STATE HOUSE STATION
AUGUSTA, MAINE 04333-0002

(207) 287-1440
TTY: (207) 287-4469

January 2022

City of Caribou
25 High Street
Caribou, ME 04736

Dear Friends and Neighbors,

I am honored that you entrusted me with the responsibility of being your State Representative for House District 149 in the Maine Legislature.

The first session of the 130th Legislature convened in the midst of the COVID-19 pandemic, which meant we met in the Augusta Civic Center every few weeks through May 19 to preserve social distancing for safety. This enabled us to begin voting on over two thousand bills that were before us. Committee meetings and hearings were and continue to be streamed on “Zoom.” We did finally return to our chamber in the State House and finished business on July 19. We met again briefly this fall to vote on redistricting.

This was my first session serving on the Joint Standing Committee for Agriculture, Conservation and Forestry and the Joint Standing Committee for Innovation, Development, Economic Advancement and Business (IDEA-B). As the Ranking Republican Member on the IDEA-B Committee, I had the opportunity to support a bill that changed the interest rate on loans made through the Potato Marketing Improvement Fund from a fixed rate of 5%, to the federal prime rate on the date of loan closing or up to a maximum of 5%, and allows existing loans in good standing to be refinanced at the same rate. This will have the effect of potentially lowering these interest rates for growers.

I encourage you to actively participate in your state government. Phone calls and letters are always welcome, however, due to the wider use of technology, meetings and hearings are even more accessible. Using the homepage of the Maine Legislature: **Legislature.Maine.Gov**, you will find access to Zoom meetings and YouTube videos. I also send a weekly email with current state news. If you wish to receive these updates, please contact me at Sue.Bernard@legislature.maine.gov and I will gladly add you to the list. I also make frequent live posts on my Facebook page at *Representative Sue Bernard*.

Again, thank you for giving me the honor of serving you at the State House and may you all have a safe and healthy 2022.

Sincerely,

Sue Bernard
State Representative



Boards, Committees Commissions

Airport Advisory Committee

David Barbosa
Mark Jones
Tom Goetz
Hugh Kirkpatrick
Doug Shrum

Aroostook Waste Solutions

Kenneth Murchison, Jr.
Thomas Ayer
Penny Thompson, Alternate

Board of Assessors

Michael Quinlan
Romeo J. Parent
John Weeks

Cary Board of Directors

Carl Soderberg
Christopher Bell
Doug Plourde
Dr. Irene Djuanda
Dr. Shawn Laferriere
Michael Quinlan
Neal Griffeth
Susan White
Michael Gahagan
Penny Thompson, Ex-Officio

Hospital District

Bryan Cullins
Paul Camping
Tim Todd

Housing Authority Board of Commissioners

James Belanger, Jr.
Jay Kamm
Mary-Kate Barbosa
Gail Michaud
Heather Bartlett
R. Mark Goughan, Council Liaison
Doug Morrell, Council Liaison

Jefferson Cary Memorial Hospital Fund

Athill Hebert
Betty J. Hatch
Kevin C. Barnes

Library Board

Gail Hagelstein
Jane Foster
Kathryn Olmstead
Brianna Carlson
Kristine Bondeson
Lisa Wilcox
Wanda Theriault
Louella Willey, Council Liaison

Nylander Museum Board

Gail Hagelstein
Carol Wolfington
Kimber Noyes
Travis Michaud
Heather Hale
Dana G. Jones
Kristen Henry
Joan Theriault, Council Liaison

Planning Board

Daniel Bagley, Chair
Christine Solman, Vice Chair
Amanda Jandreau, Secretary
Frank McElwain
David Corriveau
Eric Hitchcock
Stephen Wentworth
Thomas Ayer, Council Liaison

Recreation Commission

Jane Mavor-Small
Kyle Corrigan
Matthew Holabird
Susan White
Troy Barnes
Gary Marquis, Ex-Officio
Penny Thompson, Ex-Officio
Thomas Ayer, Council Liaison

Regional School Unit #39

Betheny Anderson
Jan Umphrey-Tompkins
Ronald Willey
Tanya Sleeper

Registration Board of Appeals

Judy-Ann Corrow
Gary Sanfacon
John Shaw

Registrar of Voters

Danielle Brissette

Riverfront Renaissance Committee (CRRC)

Dan Bagley
Mark Draper
Jay Kamm
Christina Kane-Gibson
Andrea Flannery
Louella Willey, Council Liaison

Utilities District

Janine Murchison
Nancy Solman
Jay Kamm
David Belyea
Philip McDonough II

Zoning Board of Appeals

Donald Cote
Lewis Cousins
George Howe
Margaret Pierce



Aroostook Waste Management



Photo: Tri-Community Landfill; by Paul Cyr

Aroostook Waste Solutions (“AWS”) is a not-for-profit corporation jointly owned by the municipalities of Caribou, Fort Fairfield, Limestone, and Presque Isle. The mission of Aroostook Waste Solutions is to provide solid waste management services to the Aroostook County region; in a way that is equitable, environmentally sound, and cost-effective; so that those services can be provided over the long-term.

Board of Directors

AWS is governed by a Board of Directors, the members of which are appointed annually by the respective legislative bodies of each owner community. In 2021, Caribou was represented by Ken Murchison and Thomas Ayer, with Dennis

Marker serving as the alternate until his departure. The Board generally meets on the fourth (4th) Friday of each month at 8:30 am at the Caribou Inn and Convention Center, and members of the public are welcomed to attend. Please call the office for additional details regarding specific meetings.

Facilities

AWS owns and operates both the Tri-Community Landfill (“TCL”) in Fort Fairfield and the Presque Isle Landfill in Presque Isle. Caribou residents and businesses specifically utilize the Tri-Community Landfill for waste disposal. Waste is delivered by a number of commercial waste haulers, or by individual residents and businesses themselves. All



Aroostook Waste Management

entrants to the landfill must obtain an annual permit, which is available by stopping at the TCL scale house during normal business hours.

AWS also operates a regional recycling program for fifteen (15) communities in central-Aroostook County, with igloo drop-off locations in Caribou at the Caribou Public Works garage on North Main Street; and at the Maine Paper and Janitorial Supplies store on South Main St.

Statistics

- 5,881 tons of municipal solid waste (i.e.; trash) were received from the residents and businesses of Caribou in 2021. This was down slightly from the 6,068 tons received in 2020. This does not include construction & demolition debris ("CDD") that was received from generators within the City. The tipping fees for CDD are charged directly to the generator.
- 809 annual landfill permits were issued to Caribou residents 2021. That is slightly fewer than the 886 issued in 2020.

For More Information

AWS website:

www.aroostookwaste.com

Telephone: (207) 473-7840

Physical Address: 303 Murphy Road
Fort Fairfield
(Tri-Community Landfill)

Respectfully submitted,

Mark C. Draper

Solid Waste Director



Photo: Recycling Igloos



Cary Medical Center

The Pandemic

The year 2021, the 97th year of our hospital began with hope and enthusiasm that we would get the COVID 19 Pandemic behind us. Unfortunately, the pandemic had other ideas. While the pandemic continued to rage with Delta and Omicron the staff at Cary Medical Center and Pines Health Services, in every department were up for the challenge. Their dedication and courage in the face of such chaos was nothing short of historic.

Perhaps one of the strongest demonstrations of our commitment to managing the virus had to do with vaccinations and testing. Under the leadership of Dr. Regen Gallagher, Cary's Chief Medical Officer, thousands of area residents were vaccinated and boosted. Our Cary lab did nearly 20,000 PCR Tests identifying 600 positive for COVID. Pines Health Services opened a Respiratory Clinic to swab patients with symptoms or who had been exposed to positive COVID individuals, initially conducting testing seven days a week. Long term Pines physician, Carl Flynn, M.D., volunteered to lead the effort initially and tested hundreds of patients. Supported by housekeeping staff to sanitize the facility, nurses and others, the testing process helped to identify positive COVID cases early. Cary was the first hospital in the County to do PCR testing. Pines and Cary CEO, Kris Doody, RN, was determined to lessen the impact and stress on hospital staff by, whenever possible, managing COVID patients on an outpatient basis. Patients were provided with pulse oximeters to monitor their oxygen levels, thermometers to monitor temperature and they were called each day to check on their progress. This effort prevented many patients from being admitted to the hospital.

In spite of these efforts hospital admissions were at historic levels during the pandemic. Cary was forced to stop routine elective surgeries and endoscopic procedures. Staff from the OR, One Day Surgery and Recovery were needed at the patient's bedside. Other hospital staff left their traditional areas to help with housekeeping, COVID screening, and other needs. It was a powerful demonstration of being there for each other and remaining focused on the most important part of what we do, caring for patients and their families.

Life Goes On

While the overwhelming focus of 2021 had to be on COVID, Cary and Pines completed another historic year of caring for the community.

Recruitment

Cary and Pines successfully filled critical positions with the recruitment of Pathologist, Dr. Bhunesh Maheshwari, Emergency Physician, Dr. Jorge Insignares, and Family Practice Physician, Dr. John Armstrong. Pines has also extended a contract to Pediatrician Dr. Jain Jyotibala.

Renovation

Cary completed a major renovation of the Emergency Department entrance. The project created two new waiting areas to improve patient social distancing. The renovation provided safer and more functional space to conduct patient COVID screening and created a new office for the hospital's security team.

With the completion of the ER project in April the hospital began another, more significant renovation in the Maternal, Child unit. This \$1.5 million dollar project began in July. The plan will completely change the unit, creating larger labor and delivery rooms, relocating the nurse's station and other major improvements.

The COVID 19 Pandemic also made it possible for the hospital to significantly improve ventilation. Funds from COVID relief made it possible for the hospital to replace Air Handling systems, create more negative pressure rooms, and take other steps to reduce the risk of spreading infection.

Technology

New Chief Information Officer, Tim Conroy took on projects to upgrade much of our information technology. Tim, who replaced David Silsbee who had served Cary for some 40 plus years, replaced servers, networks, phone and email systems for both Cary and Pines. Tim also worked to combine the Pines and Cary IT Departments into one hospital department, improving end user service and creating improved efficiencies. After months of planning and review Pines chose 'Epic' as their new Electronic



Cary Medical Center

Medical Record platform. Epic is the top of the line in this technology and it is hoped that soon Cary will adopt the same system so that there will be a seamless integration improving the sharing of information.

Probably the most exciting technology advance in 2021 was the installation of our new 3-D Mammography Instrument, the Mammomat Revelation, an innovative mammography system designed to overcome barriers in breast cancer detection and compliance. The new instrument is from Siemen's Healthineers. The image acquisition angle at 50 degrees results in the widest depth resolution in the industry. Beyond the advance in diagnostic capability, the new technology also makes the exam more comfortable. Each woman gets exactly the right amount of compression for her breast type. The force is automatically adjusted for the greatest individual comfort without losing accuracy. The new Mammomat Revelation 3-D imaging system, combined with our spa-like Women's Imaging Center, has established Cary as a regional leader in breast imaging and early diagnosis.

Award Winning Healthcare

Beyond technology Cary continued its tradition of 'Award Winning Healthcare'. For the first time the hospital earned 3 awards from Women Certified. Cary was named among 'America's Best Hospitals' For Obstetrics, Emergency Medicine and Patient Safety. *EMPOWERING WOMEN TO CHOOSE THE BEST.* For a decade, the Women's Choice Award has identified the best brands, companies, and healthcare facilities empowering women (and men!) to choose only the best for themselves and their families. The Women's Choice Award has developed objective criteria to determine the best of everything. So as your one-stop solution for the most important decisions in life, we have simplified your choices so you can spend less time searching and more time on what matters most.

Cary has been a consistent winner of the Women's Choice Award for our Obstetrics program but in 2021 we earned these multiple awards during the incredible challenges of the COVID 19 Pandemic.

Even more remarkable and for the first time, Cary Medical Center was named one of the, "Top 100 Places to Work in Maine" in 2021. This award is extra special because it is based upon the surveys of our own staff. Pines Health Services earned the award in 2019. The awards program was created in 2006 and is a project of the Society for Human Resource Management - Maine State Council (MESHRM) and Best Companies Group. Partners endorsing the program include: Mainebiz, the Maine State Chamber of Commerce and Maine HR Convention.

Cary also earned the 'Platinum' Award from the program of the MaineHealth Center for Tobacco Independence's Breathe Easy Initiative. The award is in recognition of efforts to address tobacco use and secondhand smoke exposure. Celebrated organizations received a plaque for their achievements in advancing their campus smoke- and tobacco-free policies as well as promoting tobacco-free lifestyles. The 'Platinum Level' is the highest award presented.

Cary also is constantly seeking to improve clinical quality and patient safety. One area that was a focus of 2021 was patient falls and the effort appears to be showing very positive results. When comparing falls data from first quarter 2021 and first quarter 2022 a significant decrease was noted. Results from the first quarter 2021 showed a total of nine falls. After several interventions results from the first quarter of 2022 resulted in 4 falls.

We implemented fall education for all staff as well as debriefing after falls to help ensure that future falls can be prevented. Extra education has also been provided to new employees when they on board. We have also implemented "fall cards" that are posted at the doorway to each patient's room. These cards are either red, green or yellow. These colors are associated with our high, low, or moderate fall protocol interventions. The back of each card has printed interventions appropriate for the fall risk so that employees can easily see what measures should be implemented. Quarterly data regarding falls is also being shared on the units as well so that staff can see trends as well as see what our QM goals are.



Cary Medical Center

Your Source of Wellness

For nearly 50 years Cary Medical Center has been focused on the prevention of illness and the promotion of good health. With the move to the new medical center in 1978, the hospital had a slogan, 'We are You're Source of Wellness'. People like the late Julie Adler, Respiratory Therapist and Registered Nurse created one of the most impressive Smoking Cessation programs in the State, or the late Barbara Margeson, RN who developed special programs for Pre-mature infants and teen pregnancy. The idea of 'Wellness' was visionary for the hospital and contrasted with the idea that hospitals were only places for the sick and dying. That tradition of Wellness has not only continued but has grown considerably. Today Cary offers Diabetes Prevention Programs, Nutritional Education including programs on Plant Based Lifestyle and the Mediterranean Diet, Chronic Disease Management Programs, Colon and Lung Cancer preventive screening programs and education, and the list goes on. Through our Power of Prevention Program Cary has continued to work in the prevention of substance use disorder, particularly among youth. Staff with the program have also been working in the County jail educating inmates with the Prime for Life program.

Our health education programs are focused in response to our Community Health Needs Assessment that is completed every three years. Fortunately the hospital's Public Relations Department has been able to secure grant funding for many of these programs and build sustainable models. Thanks to the Siruno Endowment, in memory of the late Dr. Cesar Siruno a long-time general surgeon at Cary, we have been able to offer Stroke Prevention initiatives, including community, and employer hypertension screening programs. Cary has also focused attention on our older and aging population through the Age Friendly Community program. Cary's Award Winning Healthy You program went virtual in 2021 offering a number of health programs on line and live Facebook presentations.

One key focus in 2021 was responding to the Opiate Crisis. Cary has been very collaborative in its association with The Center for the Advancement of

Rural Living and Recovery Aroostook. Through this collaboration a new Men's and Women's Recovery House have been opened for the first time in Aroostook County. Some 150 such homes are available in Bangor south but there has never been a successful facility in Aroostook County.

Veterans Support

One major disappointment in 2021 was the announcement by the VA that the Community Based Outpatient Clinic, which was a first in the nation and on the campus of Cary Medical Center for more than 30 years, would be relocating to Presque Isle. For the first time an entity bid against Cary for the new clinic and just a couple of dollars over the first five year lease made the difference. In the next five years our bid was actually lower. While hundreds of Veterans wrote to our congressional people outraged at the decision of the VA there was no turning it around. While we were disappointed that the clinic would be leaving our campus we are glad that our local Veterans will get a new clinic. Cary's commitment to serve Veterans in the County has not diminished or waived. In fact we will redouble our efforts in support of locally available healthcare for our deserving Veterans.

Cary also remains active at the Dahlgren/Skidgel Farm of Hope, Veterans Homeless Shelter here in Caribou. We provide staff to support the Aroostook Veterans Advocacy Committee and to serve on the board of the United Veterans of Maine.

Other Highlights:

More than 300 people participated in the 100 miles in 100 days challenge sponsored by Hebert's Rexall Pharmacy in Van Buren and Sleepers in Caribou.

During National Hospital Week the Central Aroostook Soil and Water Conservation District provided some 300 young trees for replanting to Cary employees.

Cary hosted a conference, 'Building a Community of Recovery' with special guest, Gordon Smith from the Governor's Opiate Response Office.

Cary and Pines sponsored the Caribou Recreation Center's First Annual Kayak and Canoe Race



Cary Medical Center

25 Nursing students from Boston College completed a Service Mission in the County centered at the Holy Rosary Catholic Church through Catholic Charities Maine. Cary CEO Kris Doody presented to the group, and the hospital designed t-shirts for the students.

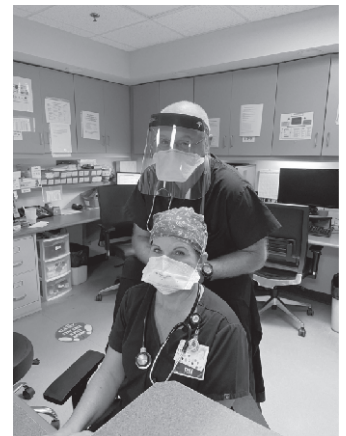
Cary continued its 'World Class', Red Cross blood donation program, hosting six drives and collecting more than 400 units of blood.

Quorum Health Resources conducted a Virtual Strategic Planning Retreat for Cary and Pines. Some 50 key stakeholder interviews were conducted prior to the retreat. The interviews included local business, Education and Healthcare Leaders, including many hospital employees. The plan sets an exciting agenda to move Cary and Pines forward over the next three years.

The Jefferson Cary Foundation Endowment topped \$1,000,000 in 2021.

On a sad note, Cary lost some icons of the medical center in 2021. Long-time Obstetrician, Dr. Denis

Mazerolle, a remarkable vascular surgeon, Dr. Pedro Simon, and our 55 year plus lab manager, Mary Lou Nelson all left us in 2021. They are among the shoulders we stand on as we look to the future. As we end the year 2021 we must look back on the miraculous performance of our staff at Cary and Pines. New Caribou City Manager said it plainly during our Strategic Planning Retreat, "I want the hospital to know just how much this community appreciates and values Cary Medical Center and Pines Health Services." The year was particularly difficult on staff with young children due to school and day care closings at different times. Still our staff persevered and patients have rated Cary among the top hospitals in the nation in the Press Ganey Patient Survey program. Now, moving on, we pray that the COVID 19 Pandemic will wane and that we can continue our work to create healthier communities. Thanks to our Board of Directors, the Jefferson Cary Foundation Board, the Caribou Hospital District, the Jefferson Cary Estate and the Cary Medical Center Auxiliary for their continued leadership and support.





Cary Medical Center

CARY MEDICAL CENTER AND CARIBOU HOSPITAL DISTRICT

Combined Statements of Revenues, Expenses and Changes in Net Position Years Ended December 31, 2021 and 2020

	2021	2020
Revenue		
Net Patient Service Revenue	\$ 51,764,000	\$ 48,144,000
Other Revenue	4,016,000	4,224,000
PPP refundable advance forgiveness	4,788,000	0
HHS Stimulus Revenue and other stimulus revenue	6,038,000	7,685,000
TOTAL OPERATING REVENUE	\$ 66,606,000	\$ 60,053,000
Operating Expenses		
Salaries and Benefits	\$ 32,812,000	\$ 29,862,000
Supplies and Other	29,273,000	27,802,000
Depreciation and Amortization	1,513,000	1,595,000
TOTAL OPERATING EXPENSES	\$ 63,598,000	\$ 59,259,000
OPERATING INCOME	\$ 3,008,000	\$ 794,000
Non-Operating Revenues (Expenses)		
Investment Income	\$ (116,000)	\$ 94,000
Contributions and Program Support	1,000	2,000
Interest	(6,000)	(7,000)
TOTAL NON-OPERATING (EXPENSES) REVENUES	\$ (121,000)	\$ 89,000
EXCESS OF REVENUES OVER EXPENSES BEFORE CAPITAL CONTRIBUTIONS	\$ 2,887,000	\$ 883,000
Capital Contributions	\$ 258,000	\$ 39,000
INCREASE IN NET ASSETS	\$ 3,145,000	\$ 922,000

Combined Balance Sheets December 31, 2021 and 2020

ASSETS		2021	2020
Current Assets			
Cash and Cash Equivalents	\$ 18,068,000	\$ 20,094,000	
Patient Accounts, net of estimated uncollectibles of: \$3,087,000 in 2021 and \$2,791,000 in 2020	6,511,000	8,082,000	
Estimated Third-Party Payor Settlements	3,047,000	3,622,000	
Supplies, Prepaid Expenses and Other Current Assets	2,611,000	2,221,000	
TOTAL CURRENT ASSETS	\$ 30,237,000	\$ 34,019,000	
Assets Limited as to Use	\$ 5,094,000	\$ 5,153,000	
Capital Assets	\$ 9,195,000	\$ 7,019,000	
Other Assets			
Other Receivables, net of estimated uncollectibles of: \$120,000 in 2021 and \$321,000 in 2020	\$ 1,022,000	\$ 993,000	
TOTAL ASSETS	\$ 45,548,000	\$ 47,184,000	
LIABILITIES AND FUND BALANCE		2021	2020
Current Liabilities			
Current Portion of long-term Debt	\$ 57,000	\$ -	
Accounts Payable and Accrued Expenses	3,892,000	3,780,000	
Accrued Salaries and Related Amounts	2,675,000	2,153,000	
Estimated Third-Party Payor Settlements	3,962,000	3,624,000	
Medicare accelerated payments	4,467,000	6,000,000	
Paycheck Protection Program (PPP) refundable advance	-	4,788,000	
Deferred U.S. Department of Health and Human Services Stimulus Revenue	2,412,000	2,666,000	
Other Current Liabilities	1,028,000	865,000	
TOTAL CURRENT LIABILITIES	\$ 18,493,000	\$ 23,876,000	
Long-Term Debt, Excluding Current Portion	\$ 668,000	\$ 47,000	
Deferred Lease Revenue	\$ 154,000	\$ 173,000	
TOTAL LIABILITIES	\$ 19,315,000	\$ 24,096,000	
Net Assets			
Invested in Capital Assets Net of Related Debt	\$ 8,466,000	\$ 6,972,000	
Restricted Expendable for Specific Operating Activities	75,000	74,000	
Unrestricted	17,692,000	16,042,000	
TOTAL NET ASSETS	\$ 26,233,000	\$ 23,088,000	
TOTAL LIABILITIES AND NET ASSETS	\$ 45,548,000	\$ 47,184,000	



Clerk & General Assistance

2021 in Review

Merriam-Webster: Definition of City Clerk:

A public officer charges with recording the official proceedings and vital statistics of a city.

PERSONNEL:

Assistant City Clerk Cherie Garman has continued her trainings has moved into the role of Deputy City Clerk.

Kristina Drinkall has been hired and is the new Assistant City Clerk and training to be the Deputy General Assistance Administrator.

Danielle Brissette is the City Clerk, General Assistance Administrator, and FOAA Officer. She has continued trainings both through the State and Clerks Association working towards becoming certified in 2022.

ELECTIONS:

* June 8, 2021, RSU 39 Budget Validation Election
131 ballots were casted

* November 2, 2021, State Referendum & Municipal Election
1896 Ballots were cast

Registered Voters as of December 31, 2021: 5666

COUNCIL SECRETARY:

According to the City Charter, "The Council shall appoint an officer of the City who shall have the title of City Clerk and the City Clerk shall be the ex officio secretary of the Council." One of the duties as their secretary, the Clerk's office keeps a record of attendance for each Council member and submits quarterly a bill so they will receive their proper compensation. During 2020, there were a total of 32 meetings (1 organizational, 3 special, 2 workshop and 26 regular).

VITAL RECORDS- BIRTHS, DEATHS & MARRIAGES:

Births

Residents	45
Nonresidents	153
Resident Births outside of Caribou	14
Total Births Recorded	212

Deaths – Caribou Residents 129

Marriages

Intentions filed & Marriages Recorded 70

Public Access Officer:

Since 2017, all Freedom of access requests are handled through the Clerk's Office.

Dogs Licensed: 1,068

Miscellaneous Licenses:

Rubbish Haulers	7
Taxi Companies	4
Special Amusement Permits	9
Local Liquor Licenses	10
Sole Proprietorships	13

Services Provided by this Office:

- Property Tax Collections
- Vital Records
- Excise & Motor Vehicle Registrations
- Dog Licenses
- IF&W Registrations
- IF&W Licenses
- Trailer Park Lot Rent Collections
- Supervise Elections
- Voter Registration
- Absentee Ballots
- Business Licenses plus recording of Sole Proprietorships and Partnerships
- Code Enforcement Permit Fees
- Airport Hangar Lease Payments
- Copying – fee
- Fax – fee
- Notary Public Service – fee



Clerk & General Assistance

General Assistance:

General Assistance is an emergency assistance program regulated by state statute and municipal ordinance. The program is designed to provide Caribou residents with assistance for basic needs. All assistance is granted in voucher form and no cash assistance is granted. Prior to making an appointment, an individual should pursue other sources because General Assistance is intended to be a program of last resort.

Once in 2021, the council adopted changes to the City's General Assistance Ordinance.

The state reimbursement rate is 70% and the city receives 100% reimbursement plus an administrative fee of \$4,800 for processing any Connor General Assistance applications.

General Assistance Expenses for 2021

Caribou: Processed 49 applications, paid for 48 cases which included 54 people.

Aid to Caribou Residents	\$8,077.12
Minus Total Amount Reimbursed	<u>-\$5,653.98</u>
Cost to the City of Caribou	\$ 2,423.14

CONNOR: Processed 0 application, paid for 0 cases which included 0 person.

Aid to Connor Residents	\$0.00
(Fully Reimbursed by State)	
Administrative Fees for Connor	\$4,800.00

Kristina Drinkall, Assistant City Clerk

Cherie Garman, Deputy City Clerk

Danielle Brissette, City Clerk

General Assistance Administrator

Motor Vehicle Agent



Code Enforcement

Blight in Caribou

Work on blight relief continued in 2021. The City removed of the collapsed building at 827 Main Street and the demolition of a building at 30 North Street was completed. City staff also assisted a private property owner with the demolition of a dangerous building at 20 Veronica Street.

Closure of the Caribou Trailer Park has commenced and the City has approached the owner of the former West Gate Villa Trailer Park to address the removal of the remaining dangerous and abandoned mobiles homes at that site.

Clean up at the former Birdseye site is ongoing and a Phase Two Environment Study was undertaken at the former Merlin One power generation plant.

Land Bank

City Staff has been participating stakeholder's group of Community and Economic Development professionals formed to explore the benefits of bringing Land Bank techniques to the State of Maine. Through a series of seminars and workgroup sessions the following draft legislation was offered, Title 30-A, Chapter 204: Land Bank Authority

The legislation was held over to the following session and in 2021 became, "L.D. 1694

An Act to Create the Maine Redevelopment Land Bank Authority."

This bill establishes the Community Redevelopment Land Bank Authority to coordinate the acquisition of blighted, abandoned and environmentally hazardous or functionally obsolete property for redevelopment or rehabilitation, including property identified as historic but not including real property owned by a federally recognized Indian tribe, unimproved land or an active or former military facility. The bill establishes a fund to support the purpose of the authority, which includes as a source of revenue a fee on the disposal of construction and

demolition debris. The bill also authorizes the creation of municipal redevelopment authorities to work with the Community Redevelopment Land Bank Authority for the purpose of transferring property and coordinating redevelopment. The Community Redevelopment Land Bank Authority is required to establish a Development Ready Community Planning Committee for the purposes of establishing statewide community redevelopment guidelines.

Members of the stakeholder's group are:

Ian Houseal	City of Sanford
George O'Keefe	Town of Rumford
Kara Wilbur	Principle Group
Mandy Reynolds	Principle Group
Shelly Norton	City of Lewiston
Kenneth Murchison	City of Caribou
Jay Kamm	NMDC
William Harper	KVCOG
Charles Tetelman	KVCOG
Nick Aschauer	KVCOG
Tony Plante	GPCOG
Paul Schumacher	SMRPC
Bill sponsors; Melanie Sachs (D)*, Kyle Bailey (D), Susan Bernard (R), Kristen Cloutier (D), Troy Jackson (D), Ann Matlack (D), Matthew Pouliot (R), Rachel Ross (D), Eloise Vitelli (D).	

Riverfront Renaissance Official Committee of the City

At the September 20th Caribou City Council Meeting the Council approved the Ordinance No. 16, 2021 Series, Chapter 20 Riverfront Development Committee making the Caribou Riverfront Renaissance Committee (CRRC) an official committee of the city. At the October 4th Caribou City Council Meeting made five appointments to the newly formed CRRC, Dan Bagley and Mark Draper were appointed to three-year terms, Christina Kane Gibson and Jay Kamm were appointed to two-year terms



Code Enforcement

and Andrea Flannery was appointed to a one-year term filling out the Council appointments.

The Caribou Riverfront Renaissance Committee held our first official committee meeting Tuesday October 26, 2021, at 6:00 pm at the City Council Chambers. The committee conducted organizational tasks installing Mark Draper as Chair, Andrea Flannery as Vice Chair and Jay Kamm as Secretary. The committee reviewed the Riverfront Redevelopment project progress to date and outlined goals objectives and priorities both short and long range. Since that time, we have had conversations with representatives of Fort Fairfield interested in participating on the Caribou initiative in regard to the regional implications of the Caribou effort.

What's going on?

Caribou Climate Controlled Storage is nearing completion on Limestone Street.

The former Mecon building at 60 Access Highway is being renovated into Evergreen Lanes Bowling Alley.

Kacie's Place RV Park is being developed on Limestone Street

Caribou has two proposed solar arrays pending construction.

The former Garelick Farms Dairy Warehouse is being renovated into New England Kenworth Sales and Service.

In 2021 there were 67 Building Permits issued, 20 Demolition Permits issued, 40 Plumbing Permits issued, and 10 Sign Permits were issued. 64 Notices of Violation were also issued.

Sincerely,

Kenneth Murchison
Code Enforcement Administrator



Staff Support: Ken Murchison, CEO & Zoning Administrator and Denise Lausier, Executive Assistant to the City Manager & Secretary to the Planning Board

Planning Board: Front left to right: Amanda Jandreau, Secretary; Dan Bagley, Chair; Christine Solman, Vice-Chair. Back left to right: Stephen Wentworth, Frank McElwain, Dave Corriveau, Eric Hitchcock



Code Enforcement

Letter from the Planning Board Chairman

The Caribou Planning Board had a very busy and productive 2021! Over the past year, we reviewed and approved three new commercial business applications and four new home business applications. In addition, we reviewed and recommended for approval two rezoning requests.

We also did a lot of work updating the City's Comprehensive Plan. The Planning Board, in cooperation with City Staff, sought and received input from numerous stakeholders, agencies and other entities to update the 2014 version of the document to reflect current conditions, trends, and needs anticipated in the 2024 timeframe. Updates will be consolidated and incorporated into the Comprehensive Plan in the following months.

The Planning Board continued its reorganization and streamlining of the Chapter 13 Land Use Ordinances. These changes improved the organization of the document and removed duplications and inconsistencies that had accumulated over many years of incremental updates. In order to be more welcoming to new businesses, the Planning Board is looking across all our Chapter 13 Ordinances, looking for opportunities to ease or eliminate local restrictions and adopt Maine State minimum requirements, whenever possible. Finally, Site Design Review and Home Occupation applications were modernized and updated into user-friendly, fillable PDF format. This will simplify the application process for citizens and businesses and allow City Staff to improve its record-keeping and tracking processes.

Among the more significant accomplishments during 2021, the Home Occupation section of the Chapter 13 Ordinances was revised to allow simple, low-impact applications to be approved quickly, with more streamlined application and approval processes. These changes will create a more welcoming environment for residents to begin new home businesses. Also, changes to the Campground section relaxed some strict density limitations, aligns more closely to State minimums, and now allows small campgrounds in the R-2 zone.

Finally, the Planning Board has been involved actively in Caribou's riverfront redevelopment efforts. The Planning Board assisted the Caribou Riverfront Renaissance Committee (CRRC) in creating a concept for separately-managed riverfront zoning districts, which will establish specific permitted uses in each of six envisioned riverfront districts, from Dow Siding to Otter Brook, and provide a means for the City to encourage and carefully guide future developments along the riverfront. The Planning Board and CRRC envision a focused development effort across several phases, which will result in a balanced blend of multi-purpose trails, recreation and commerce along the river. We look forward to future collaboration with CRCC, Council, and City Staff to make this vision a reality!

Sincerely,

Dan Bagley, Chairman
Caribou Planning Board



Eastern Aroostook Regional School Unit 39

As the 2020-2021 school year came to a close in June, many employees left for the summer break thinking we have made it through one of the toughest school years in education. Feeling somewhat relieved that COVID may be behind us, along came the Delta Variant. Overnight, school systems had to reinstate the multiple mitigation strategies to maintain a safe and healthy environment for our teachers, students, and families. The 2021-2022 school year will go down as one of the most challenging school years in history. The work ethic, tenacity, and determination from RSU 39 employees was commendable on the highest level. Just as commendable are the families (moms and dads) who gave everything to ride the rollercoaster of a pandemic from one day to the next day with the need to trust the school system and have the underlying ability to help your child be confident and ready for this new challenge of attending school. The students will always be RSU 39's focus and the students deserve the most praise for their strength and the ability to engage in learning again within the community of their peers.

Thank you to the RSU 39 Board of Education for all of the leadership and support it has provided throughout the COVID-19 crisis. Thank you to all of our administrators, faculty and support staff who pulled together to help our students and our families, and each other. To everyone within our organization, thank you for your willingness to change direction at almost a moment's notice when we were forced to revert to a "RED" model when our schools had limited essential workers for the school day to run safely. We pulled together to completely rethink the way we operate our school day – from classroom instruction to delivering food to homes to increased technology usage to maintenance and operations for clean work environments.

As school systems approached the 2021-2022 school year, a new focus was placed on school systems to stay in-person learning for as long or as often as safely possible. Communities experienced firsthand the importance of their community schools and the need for in person learning for the educational necessity for the child and the economy of our community and State. Many schools practice the use of the Green and

Red models as the two primary choices to deliver educational programming, but it was the health and safety of the entire RSU 39 community that was really the top priority for school administrators, teachers, and the RSU Board of Education.

Finally, Caribou Community School experienced a true start to the school year for our students, teachers, custodians, cooks, counselors, administrators, and families. Caribou Community School is a wonderful school facility that has provided a state of the art great learning experience for RSU 39's students for many years to come. The Caribou and Stockholm citizens need to be proud that they remained steady, that education is the most important component to a child's early years. For that the Caribou and Stockholm citizens should feel very proud of your accomplishment of seeing the Caribou Community School come to realization. Our students' futures lie in the decisions of the community voters and being a responsible citizen also lies with you to make sure all our students from Early Childhood to Grade 12 have the opportunity to learn, grow into independent thinkers, and be productive citizens of Central Aroostook County and the State of Maine.

As great as Caribou Community School is for the future educational needs of our Pre K - 8th grade children, Caribou High School and Caribou Tech Center are facilities that also need to provide a high quality education for the Grade 9 - 12 student and society's 21st century needs. In December 2021 a consulting firm (WBRC) was hired to complete a space and learning audit for needed information for the RSU 39 Board of Education. This study will garner three key areas for Caribou High School and Caribou Tech: (1) *Educational Space Needs for Programming*, (2) *Existing Facility Survey and Assessment*, (3) *Concept Design*. From this audited information, the RSU Board of Education and school administration will have a final report on the needs for future programming at the two sites. Caribou High School and Caribou Tech have served the students, teachers, and families for years and I hope will continue for many more years to come. These two facilities will need upgrades, modifications, and additional space for the learners' needs of the future.



Eastern Aroostook Regional School Unit 39

The WBRC audit will provide a clearer picture of these needs and projects.

Over the next year, RSU 39 will work to focus on the reengagement of our families, community members, and students back into our schools. The work on reengaging a community with its schools comes with hard work and a focused commitment to the needs of a community and what schools can offer. The pandemic has injected a huge interference in what communities need to focus on and ultimately has caused an interruption in student learning and provided a void in social emotional learning. Maine's future workforce is in our schools today. Educating the whole child is much more important than what one test can tell us about our schools in Maine. Preparing the future workforce of Maine comes down to educating all children with a focus on Maine's future career needs. RSU 39's continuous goal is to ensure that our students are college and career ready when they graduate from high school. Our students will need to be successful at work, in the military, or in their chosen post-secondary experience.

In summary, RSU 39 has always been a great place to be an educator. I respect and appreciate the work of the entire professional and support staff. My past seven years as Superintendent of Schools has been nothing but rewarding because of the professionalism of such a great staff that comes to work every day to do what is best for children. We are very lucky as a community to have such a professional and hardworking group of employees.

I also want to thank the Central Office staff for their outstanding work ethic to the school district employees and their support and guidance with my position. The Administrative Team works hard to provide the students and staff with an educational environment that is beneficial for learning. The professional work that is displayed daily by our bus drivers/custodians has allowed for our schools to be clean, enjoyable, and most important SAFE. We all have a personal investment in RSU 39. Why are RSU 39's schools respected statewide: devoted Board of Education, dedicated teachers and staff, outstanding leadership in our schools, invested parents with high expectations, great partnerships with area businesses, and most importantly, outstanding students. We all should be PROUD!

Best wishes to Carla Cote, Kathy Cunrod, James Cushman, Anne Lagasse, Vaughn McLaughlin, and Karla Michaud, who retired after many years of exemplary service.

Finally, please take the time to visit a school or attend a school-sponsored event. We welcome and want your involvement and participation in our schools. Again, amazing things happen when schools and communities work together.

Sincerely,

Timothy L. Doak
Superintendent of Schools



Emergency Management

First off, I'd like to thank the members of the Community Emergency Response Team (CERT) for their hard work and dedication to the City of Caribou. Their dedication to keeping the city safe is so much appreciated. Due to COVID-19, most public events in which CERT is utilized were cancelled. CERT members participate in training and are readily available in the event they are needed to assist emergency personnel. Their service to Caribou EMA and the citizens is unpaid and strictly volunteer.

Updates to the Emergency Operations Center (EOC) continued, keeping the local meeting place for first responders and emergency personnel up to date in technology. Both police and fire agencies utilize the EOC for trainings mandated by the state.

The Caribou Emergency Management Agency works closely with the Aroostook County Emergency Management Agency, which is also in Caribou. I would like to thank Darren Woods, and his crew for their continued support.

I would like to encourage residents to be prepared for any disaster by having an emergency kit available in cases of inclement weather, power outages, or any other disaster. Things to keep in your "disaster preparedness kit" should include bottled water, non-perishable food, candles, battery powered radio, flashlight, extra batteries, etc. Remember, being prepared could save you and your loved one's life.

Respectfully Submitted,

Chief Michael W. Gahagan

Director of Caribou Emergency Management Agency



Events & Marketing

2021 brought a return to some in-person events!

Ribbon Cuttings



Hilltop Heights



Northern Ninja Quest Center



Luke's Small Engine Shop



Caribou Solar Power

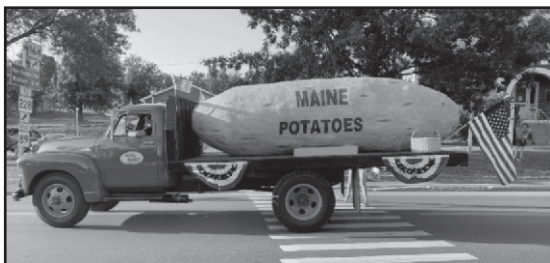
Thursdays on Sweden





Events & Marketing

Caribou Cares About Kids Parade



Small Business Saturday





Fire & Ambulance

"2021, A YEAR TO BE PROUD OF"

The Caribou Fire and Ambulance is a combination fire and ambulance department. All of our full-time and some of the paid call personnel are cross trained to handle either fire or EMS jobs. By doing this, the citizens of Caribou enjoy top quality service at about half the cost incurred in other communities. We have one of the lowest costs in the State compared to other similar departments. We have 16 Full-time members and 21 Paid Call members.

During 2021 the department has:

Fire Calls: 183
Ambulance Calls: 2279
Canceled Calls: 25
Vaccinations Given: 209
Total Calls: 2696

See Attached Breakdowns:

Alarms for Fires (33) 27
Alarms for Rescues (66) 2
Silent Alarms 154
Total Hours Pumped 30.5
Gallons of Water Used 322,687.5
Amt. of Hose used 5300'
Ladders Used (in Feet) 224'
(75'Aerial) 90'
Thermal Imaging Camera Used 32
Gas Meter Used 8
Rescue Sled & Snowmobile 3
Rescue Boat -
Jaws Used 2
ALS Calls -
BLS Calls -
PIFT Transfers 33
Long Distance Transfers 92
No Transports 443
Amb Calls Canceled 25
Calls Turned Over 140
Total out of Town Calls 651
Target Calls (Drug Behavioral) 56

Est. Fire Loss Caribou -
Est. Fire Loss out of City -
Total Est. Fire Loss -

Total Maint. Hours 92.5
Miles Traveled by all Units 61,437
Total Training Hours 1984.68
Color Guard Trng/Ceremonies 14 mhrs
Vaccinations Given 209

Mutual Aid To:

Presque Isle Fire Dept.	F-4	A-2
Fort Fairfield Fire Dept.	F-1	A-
Limestone Fire Dept.		2
Washburn Fire Dept.		5
Stockholm Fire Dept.		1
North Lakes Fire Dept.		-
Crown Ambulance		-
Van Buren Ambulance		10
Life Flight		62

Mutual Aid From:

Presque Isle Fire Dept.	F-9	A-
Fort Fairfield Fire Dept.		1
Limestone Fire Dept.		5
Washburn Fire Dept.		3
Stockholm Fire Dept.		3
North Lakes Fire Dept.		1
Crown Ambulance		-





Fire & Ambulance

Out of City Fire and/or Ambulance Responses/ and No Transports(N/T)

LOCATION	# of Amb. Resp./N/T's	# of Fire	Man Hrs.
Woodland	103/13	10	
Connor	41/8	3	
New Sweden	58/16	5	53.46
Stockholm	45/7	1	
Limestone	288/51	2	
Madawaska Lake			
Caswell	38/9	1	
Fort Fairfield	3/1		
Presque Isle	8/1	4	
Van Buren	27/7		
Westmanland			
Washburn	1	3	12

4 YEAR COMPARSION:

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Total Fire / Rescue Calls	196	167	204	183
Total Ambulance Calls	<u>2,150</u>	<u>2,181</u>	<u>2,134</u>	<u>2,513</u>
Total Combined Calls	2,346	2,348	2,338	2,696

As shown in our statistics, our fire and ambulance calls have been consistent in the past four years with an increase of 358 calls last year.

Of these 2,696 calls of which we had many that were overlapping, meaning two or more units, fire and / or ambulance, being out of this station at the same time. With that being said, it is very important to have available trained personnel to provide the needed Fire and EMS coverage for our citizens and our contracted areas.

This department provided Ambulance service to nine communities in 2021: Caribou, Woodland, New Sweden, Connor, Caswell, Westmanland, Stockholm, Limestone and T16 R4 (Madawaska Lake area).

Caribou Fire and Ambulance also has an Ambulance Billing Dept. that collects ambulance fees for the City of Caribou and also collects for

Island Falls, Patten and Calais Ambulance Services for a fee of \$22.00 a call/run. This is a hard-working dept. consisting of one fulltime billing clerk and one part-time clerk that work with insurance companies and citizens for reimbursement for services.

On the Fire side of the Department, we provide protection to four communities: Caribou, Woodland, New Sweden and Connor. All these communities pay a share of the operational costs of the Fire side of the Department.

This is a very busy department. Beyond handling 2,696 emergency Fire and Ambulance calls, we have a very aggressive Public Education and Safety Programs such as:

- Learn Not to Burn in all schools
- Inspections of businesses & private homes on request
- School fire drills



Fire & Ambulance

- Juvenile Firesetter Program
- Operating Fire Extinguisher Programs
- Pre-planning for fire and other emergencies
- Tommy Trauma Safety Program
- Regional Fire Training Center
- Smoke Alarm Installation project
- CPR/FIRSTAID

We like to think these programs have helped in reducing loss of life and property in the communities we serve and provide education to our young people.

The Caribou Fire and Ambulance maintains and operates a fleet of 5 ambulances, 3 Engines, a Ladder Truck, brush / grass fire truck, and rescue sled with rescue sled.

We have tried to stay current in the latest technology. We have changed our website to cariboufire.com, this site features a Common Questions Section, Fire Safety Tips, and a host of other items. Also, located in our lobby is a display on Sprinkler Systems. Along with the changing times we also have a Facebook page so check it out for updates on the Department.

Once again, this department conducted the Caribou Fire Department Toy Project. We had help from other organizations, businesses, clubs and individuals. There were countless man-hours donated to this project and provided families in seven communities with toys. As always, special "thank you" goes to those who want their donation's kept anonymous and help keeping this long tradition in place for years to come.

This department, in an effort to protect life and property, has taken on the project of installing smoke ALARMS in homes for those who cannot, it gets us into the community and provide some

fire education and preplanning. Over the past years, the department responsibilities have multiplied. Fire personnel are fulfilling their traditional mission of fighting fires plus face changing needs and now provide advanced life support EMS, Fire Prevention and Inspections, Hazardous Material Incidents plus a host of other duties. We have met that challenge with a dedicated group of personnel year after year.

Training is one of our most time demanding jobs. All department members train on Firefighting, Emergency Medical Services, Confined Space Rescue and Hazardous Materials Incidents. Every Tuesday evening, members of this department, fulltime and volunteer, are committed to training here at the Fire Station to meet both the needs of the department, but also the requirements set by the Department of Labor and the Maine Fire Service. In 2021, members of the Caribou Fire and Ambulance Department put in 1,985 hours of training to meet the needs of the state and the community following COVID restrictions, training still had to be met.

This Department also has some very dedicated members who spend countless hours of their own time to train and practice for an Honor / Color Guard Unit to represent the Department as well as the City. In 2021 the Honor Guard did not train much, 14hrs. due to COVID restrictions. The Caribou Fire and Ambulance is very fortunate to have a fire training area behind the station including a LP Burn Simulator, Burn Building and new in 2012, through donation, a below ground training area for confined space and rope rescue training. This year we continued to conduct training with the Simulator, to practice fighting LP fires around tanks.

In order for this department to operate, we must have very dedicated and caring personnel. The City of Caribou has superior quality personnel within this department:



Fire & Ambulance

"I would like to thank the City Council, the City Manager, the Caribou community and each member of this department for the overwhelming support and dedication they have shown". "Our people give up holidays, birthdays and special events and work on the coldest or warmest days and nights as well, not because they have to, it's what they want to do for their community".

Chief Susi

We will continue to strive for excellence in property conservation and patient care. We will also strive for fire prevention rather than suppression.

Caribou Fire & Ambulance has had several fundraisers over the years to raise money for a number of community projects such as the Learn Not to Burn, Pine Tree Burn Foundation, local area Boy Scouts, and Caribou Fire Dept. Toy Project and countless other projects. The Fire Department would like to thank its supporters and wish everyone a safe year.

Respectfully Submitted,

Scott Susi, MCFOII
Fire Chief / Ambulance Director

***"If your actions inspire others to dream more,
learn more, do more and become more - then you are a leader."***

John Quincy Adams



Housing Agency

Like all communities across the country, Caribou Housing Authority experienced challenges throughout 2021. Housing instability and homelessness hit our community with many individuals and families doubling up in homes, living in shelters, hotels, and even sleeping in the local Police Station lobby. These challenges were heightened by the COVID-19 pandemic. In FY 2021, the Caribou Housing Authority met this challenge by incorporating new funding from the federal and state levels into new housing programs.

Housing Choice Voucher (HCV) Program: A federal program operated by the Housing and Urban Development that provides rental assistance to eligible households, covering the gap between the rent charged and 30 percent of their income, ensuring that the tenant does not experience housing cost burden. These families and individuals live in privately owned properties, both single-family homes and apartment building, helping people live independently while supporting local landlords.

- CHA distributed over \$924 thousand in total funds in support of 2,245 families; a significant increase from 2,163 families and \$879 thousand in 2020.

NEW, Mainstream Vouchers Program: In January of 2021, CHA received an allocation of 40 HUD Mainstream Voucher made available through the CARES Act. Mainstream Vouchers serve a household that includes a non-elderly person(s) with disabilities who is at least 18 years old and not yet 62 years of age at effective date of the initial lease up.

- 127 families were assisted and received \$44,108 in rental assistance.

NEW, Emergency Housing Voucher Program: Caribou Housing Authority recently received an

allocation of 15 HUD Emergency Housing Vouchers made available through the federal American Rescue Plan Act. These vouchers are for individuals and families who are 1.) homeless; 2.) at risk of homelessness; 3.) fleeing or attempting to flee domestic violence, dating violence, sexual assault, stalking, or human trafficking or 4.) have a high risk of housing instability. Landlords who lease a unit to an Emergency Housing Voucher holder may receive a \$1,000 for each unit rented.

- Over \$9,001 in funds for rental assistance, security deposits, and landlord bonuses were distributed to assist 8 families.

NEW, Landlord Participation Incentive Program: In partnership with Maine Association of Public Housing Directors (MAPHD) and Maine Housing Authority, CHA can offer benefits to landlords who rent to a Housing Choice Voucher and/or Mainstream Voucher participants. The program offers the following incentives 1.) Security Deposit, landlords may request, on behalf of the prospective tenant, funds from CHA to pay the security deposit; 2.) Sign On Bonus, landlords will receive a \$750 bonus for each new unit rented; 3.) Repair Grants, landlords may be reimbursed up to \$5,000, per year, on necessary repairs to a unit that failed its initial HQS inspection; and 4.) Damage Reimbursements, landlords may be reimbursed up to \$1,500, per unit, on damage cost beyond those covered by a security deposit.

- Between the four Landlord Incentives, CHA distributed \$31,613 to landlords.

Family Self-Sufficiency Program: The Family Self-Sufficiency (FSS) Program offers financial and employment coaching to HCV participants who are working full or part-time. As an FSS household's earned income increases, funds



Housing Agency

are deposited into an escrow account for the participant to use upon successfully completing the program.

- The FSS program enrolled an additional 40 households, for a total of 520 program participants.
- 6 participants graduated from the FSS program, receiving an average of \$3,306 in escrow funds. One graduate family received \$20,108.29!
- Over \$2,692.28 was utilized by 6 participants for auto purchases and repairs, reimbursements for work clothes, and school supplies.

Expenditures from these funds directly support participants employment and asset building goals.

HCV Homeownership Program: The HCV Homeownership Program allows families that are assisted under the HCV program to use their voucher to buy a home and receive monthly assistance in meeting homeownership expenses. To participate in the HCV Homeownership program, the HCV family must meet 1.) specific income and employment requirements (the employment requirement does not apply to elderly and disabled families), 2.) be a first-time homeowner, 3.) attend and satisfactorily complete the pre-assistance homeownership counseling program, and 4.) meet any additional eligibility requirements set by CHA.

- Currently, CHA has one participant receiving assistance through the HCV Homeownership Program, who received \$3,332 towards their mortgage payment in 2021

Other Notable Statistics in FY 2021

- Section 8 Management Assessment Program score of 100% resulting in HUD's recognition as a "High Performer" for the twentieth consecutive year.
- The Family Self-Sufficiency Program had its 101st program graduate last year.
- Over \$1,010 million distributed to 67 participating landlords; a significant increase from \$878 thousand to 62 landlords in 2020; a 13% increase in community aid and growth in the local economic system enhancing the quality of life for our local residents.
- The average annual household income is \$13,026, who is receiving an average rental assistance payment of \$415 towards an average contract rent of \$750.
- Of 2,380 families, 65% have a person with a disability, and 22% are elderly.
- Of 96 vouchers issued in 2021, 51 participants leased up; the remaining 45 families where unable to find housing.

We are deeply grateful for the support of the Housing Board of Commissioners, the Caribou City Council, the City Manager, all City Departments, participating landlords, partnering organizations, and the community at large for our past and future endeavors to provide housing and services.

Respectfully Submitted,

Lisa Plourde
Executive Director



Library

CARIBOU PUBLIC LIBRARY



2021

YEAR IN REVIEW

Statistics For 2021

Total Circulation: 31,983
Library Visitors: 40,622
Wi-fi Access: 32,189*
Books Added: 2,072
Books Withdrawn: 675
Program Participation: 24,852
New Patrons: 182
Archive Users: 447
Website Views: 7,863



* Beginning May 2021, we are no longer tracking hits on our Wi-fi.

SERVICES ADDED IN RESPONSE TO COVID

Curbside Pickup
Virtual Programming
Take-and-Make Craft Kits
S.T.E.A.M. and Education Kits
And More



The library reopened fully to the public July 6, 2020. Masks made mandatory for all Staff and Patrons on August 6, 2021.



40,622

Visitors to the Library

182

New Cardholders



31,983

Items Checked Out
(Including Curbside)

514

Programs Offered
(Virtual, In Person, and
Take-and-Make Programs)

24,852

Program Attendance
(Including Virtual)

Financials:

\$3,358.41 - fines, copies, faxes,
new cards, inter-library loans
\$1,728.00 - non-resident fees
\$5,086.41 - total collected



7,863

Visits to our
Website



8

Library Staff
That Contributed
Expertise



Caribou Public Library

30 High St. | Caribou, Maine 04736 | (207) 493-4214 | www.cariboupubliclibrary.org



Municipal Airport



The City of Caribou has owned and operated the Caribou Municipal Airport since 1929 when local businessmen decided that Caribou needed its own airport, which started with two turf strips. Although not independently confirmed, it is said that KCAR was the first municipal airport in Maine.

The airport terminal is in the eastern portion of the airport property. Currently, there is not a FBO at the airport. The airport has 100 octane low lead aviation gasoline available 24/7 using a credit card activated terminal. The National Weather Service has a long-term lease for land at the airport for the operation of their valued facility.

There are two municipally owned T-hangars: a 73 foot by 35 foot T-hangar at the airport built in 1980 and 150 foot by 60 foot T-hangar at the airport built in 2018. There is one privately owned 48 foot by 48 foot hangar constructed in 2000. In 2021, there was strong interest in airport activities and all hangar bays were leased. There is an Airport Committee of the City Council as well as a citizen Airport Advisory Committee.

On August 17, 2021, the airport hosted Dream flights, a non-profit organization dedicated to honoring military veterans with a flight in a Boeing Stearman biplane





Nylander Museum



The Nylander Museum

A museum dedicated to the work of Olof Nylander and the Natural History of the Northeast

The Nylander Museum is located at 657 Main Street in Caribou. The building and collection are assets of the City of Caribou. The Nylander Museum was originally designed to house the collections of Olof O. Nylander, a self-taught local naturalist originally from Sweden. The museum was built as a WPA project and construction was jointly funded by federal, state, and municipal governments. In 1939, the Nylander Museum of Natural History was officially dedicated by Governor Lewis Barrows and became a department of the City of Caribou.

Due to the prolonged shutdown due to the COVID-19 pandemic, no public events were held at the museum in 2021. However, the Board of Trustees open the museum on weekends for those who wanted to view the collection. Additionally, the Nylander Board of Trustees held various fundraising events and also sponsored a logo contest at the Caribou

Community School. The Board planned for events in the Fall of 2021 and Spring of 2022 – hoping that groups could return to the museum for organized programming.

Regrettably, the sprinkler system at the Nylander Museum tripped causing water damage on Thursday August 19, 2021. The Nylander Board of Trustees had a regular meeting at the Museum that evening which hastened the discovery of the flood in the North Gallery. Over the next few months, the damage was repaired.

The City Council voted in December to abolish the Board of Trustees and place operations oversight of the Nylander Museum to the Caribou Public Library. Currently, one part-time temporary employee is assigned to work in the museum doing an inventory of the collection.



Parks & Recreation

With Covid still around in 2021 the Caribou Parks and Recreation Department was still dealing with it and trying to make it work, parents and program participants were grateful for the opportunity to have programs. The core programs worked well, and numbers were slowly increasing which let staff breathe a little easier. The ski program took advantage of the hospital trails and held skidaddle at their place and many residents did not realize that these were there.

The winter of 21 was mild and not a lot of snow. The courts and grounds at the new park were available as early as March 31st, making this one of the earliest times that the courts had nets and people out using them. In early May ground was broken for the construction of the new splash pad and the pad officially opened to the public on July 10th. This addition to the community has been a long time in the planning and was well received as the number of users were incredible. In addition to the splash park the Parks staff installed new playground equipment between the tennis and basketball courts, this was the first new equipment purchased since the early 90's. The hilltop playground was also reinstalled as it had to be removed from its original location and moved to behind the White little league field.

As fall approached the soccer program was able to play on the newly constructed field near the wellness center. The summer of 2022 the staff are looking forward to having coed softball back at this location.

The recreation department along with the library were involved with installing Caribou's first story book walk which is located on the Collins Pond walkway near the park building. The story walk was a huge hit and plans are underway for more stories in 2022.

The Parks department was busy with maintaining the many miles of multi-use recreation trails. They were also successful in obtaining a USDA grant to help with the purchase of a new snowmobile trails groomer.

Staff along with the Caribou Rotary Club handed out almost 100 new bike helmets in the fall as their annual helmet giveaway.

The recreation department had one of the most successful 3-hour events in its history as it held a community wide trunk or treat event on their newly paved overflow parking lot. Approximately 1400 trunk or treaters came out.

The Caribou Parks and Recreation Commission and staff wish to extend a sincere thank you to all the clubs and service organizations and volunteers that afford the Department the opportunity to provide the services Caribou residents so enjoy continuing to be delivered to ensure the enhancement of the quality of life for the entire Caribou community.

Respectfully,

Caribou Parks and Recreation Commission

Susan White, Chair

Troy Barnes, Vice Chair

Jane Mavor Small

Kyle Corrigan

Mathew Holabird

Gary Marquis

Supt. Parks and Recreation



Police Department

Caribou Police Officers were busier than ever responding to calls, providing jail service to all agencies in Aroostook County and learning two new digitized computer systems, all while trying to navigate through year two of the COVID-19 pandemic. All Aroostook County police agencies switched over to Spillman, a new and high-tech records management system hosted and funded by the County, saving the citizens of Caribou over \$100,000. Spillman allows agencies easy data submission for NIBRS (National Incident-Based Reporting System) and provides data sharing between police agencies, both huge benefits to all departments. The Aroostook County District Attorney also implemented FileShare, a program to deliver all prosecution materials electronically.

Despite all the new changes, Officers responded to roughly 5,000 calls for service. Our Officers continued to deal with drug and mental health related complaints. Officers responded to 16 drug overdoses, 10 cases in which Narcan was administered. Substance use disorder (SUD) is prevalent and help is available, stop into the Caribou Police Station or call us if you need recovery assistance.

Officer Amanda Baker attended the 18-week Basic Law Enforcement Training Program (BLETP) and graduated in December. Our department hired Chandler Madore who joined us as a full time Police Officer.

Officer Kevin St. Peter continued his assignment as the School Resource Officer. We continue to receive positive reviews of the School Resource Officer position. I believe this positive interaction results in a major reduction in crimes committed by juveniles.

K-9 Ace and handler Officer Kegan McPherson worked the streets and, because of their work, seized hundreds of grams of fentanyl, heroin, and methamphetamine, along with guns and

cash. K-9 Ace has proven himself to be a huge asset to our department and the public. Great work Ace!

Remember, our department continues to collect unused/outdated/expired prescription medications and properly packaged medical sharps. You can drop these off at the station 24 hours a day, our door is always open. We applaud the citizens and their diligence of removing unused medications and keeping their homes safe.

I would like to thank all our personnel, including our Reserve Officers, for another year of dedicated service. COVID-19 made a lot of things very uncertain, but their dedication and faithfulness kept the train chugging along. Their commitment to law enforcement and keeping the citizens of Caribou safe is outstanding and so much appreciated. I would also like to thank the countless members of the community for the encouragement and support during a time of much uncertainty. Our department sincerely appreciates the citizens of Caribou.

In closing, I would like to congratulate our new City Manager – Penny Thompson and thank her for her hard work and dedication to the police department. I would also like to thank our City Councilors, City department heads and employees, and most of all the citizens of Caribou. Your support of our department and continued efforts to help prevent crime and solve cases does make a difference and makes our jobs much easier. We work much better as a team than alone. The department looks forward to serving you in 2022.

Respectfully,

Chief Michael W. Gahagan



Tax Assessment

It is the mission of the tax assessment department to discover, list and measure all property within the City of Caribou to ensure the fairness and equity of all real and personal property values while efficiently and professionally delivering customer service excellence, high quality information and accurate outcomes to the public and our co-workers.

Municipal Valuation

Commitment Date:	July 30, 2021
Taxable value of land:	\$ 95,014,900
Taxable value buildings:	\$ 241,607,600
Taxable value of personal property:	\$ 13,413,300
TOTAL taxable valuation:	\$ 350,035,800
2021 Property Tax Rate:	.02355

Property Tax Exemptions

Certain classes of property are tax exempt by law. Fully exempt property may include real estate or personal property owned by governmental entities, school systems and other institutions. Partially exempt property relates to the following categories:

Homestead Exemption – This program provides a measure of property tax relief for certain individuals that have owned homestead property in Maine for at least twelve months and make the property they occupy on April first their permanent residence. Property owners would receive an exemption of up to \$25,000 in valuation. In 2021, Caribou granted 2,097 Homestead Exemptions of which 71 were fully exempt.

Veteran Exemption - A veteran who served during a recognized war period and is 62 years or older; or, is receiving 100% disability as a Veteran; or, became 100% disabled while serving, is eligible an exemption of up to \$6,000 in valuation. In 2021, Caribou granted 306 Veteran Exemptions.

Paraplegic Veteran - A veteran who received a federal grant for a specially adapted housing unit may receive an exemption of up to \$50,000 in

valuation. In 2021, Caribou granted 2 Paraplegic Veteran exemption.

Blind Exemption - An individual who is determined to be legally blind may receive an exemption of up to \$4,000 in valuation. In 2021, Caribou granted 4 Blind Exemptions.

Partial exemptions must be adjusted by the City of Caribou's certified assessment ratio. For 2021, the certified ratio was 100%. The State of Maine will reimburse the municipality for a portion of the revenue lost by offering these exemptions.

Business Equipment Tax Exemption – is a 100% property tax exemption program for eligible property that would have been first subject to tax in Maine on or after 4/1/08. In 2021, Caribou approved 312 applications for BETE Exemptions. The total amount of exempted value was \$14,566,400. As a result, Caribou was eligible for “Enhanced BETE” reimbursement of over 53.84% of the lost revenue which amounted to a total reimbursement of \$184,681.82.

There was a marked increase in the number of BETE exemptions due to the efforts of the department to discover, list and value the business personal property in apartment units in 2021.

A new reimbursable exemption in 2021 is for the solar and wind energy equipment. There are three installations of renewable energy equipment located in Caribou with a total exempt value of \$1,280,600. Note: this equipment was previously taxable.



Tax Assessment

All exemptions require completion of an application. Exemption claims may require additional information to support the claim for exemption and must be delivered to the tax assessment office no later than April 1 of the tax year.

Current Land Use Programs

The State of Maine has four "current use" programs which offer the property owner a reduction in their assessed value: Tree Growth, Farm Land, Open Space and Working Waterfront.

All four programs are available to the property owner through an application process with the tax assessment office. Applications must be filed on or before April first. Certain criteria must be met for each program and any future change in the use of the land which would cause disqualification would result in a penalty.

In 2021, Caribou had 1,484 acres in *Tree Growth*. No new parcels were first enrolled for the 2021 tax year. In the *Farm Land* current use program which totaled 983 acres for 2021, Caribou had 482 acres in crop land and 501 acres in farm woodland. Currently there is only one parcel in the *Open Space* current use program with 37 acres and there are no properties in the *Working Waterfront* program.

City of Caribou has much of its property information online. This provides citizens and businesses with the ability to retrieve property values and information online. There is a link on the tax assessment department page along with instructions to do a property search. Other items online include exemption forms and information, commitment books, tax maps, transfer tax declarations, and tax bills.

Important Dates

April 1 - *Tax Situs Day*, Property tax exemption paperwork due

April 15 - Business Personal Property declarations due

May 1 - BETE paperwork due

June 1 - *Ratio Declaration & Reimbursement Application filing deadline*

July 1 - Farm tractors and aircrafts must be excised by this date. If not, they will be considered personal property for taxation.

August 1 - BETR program for taxes paid on personal property in previous year begins

November 1 - *Annual Municipal Valuation Return filing deadline*

December 31 - Annual deadline for BETR program applications

** 185 days from commitment date is the deadline to file for an abatement on taxes committed for that year ** 36 MRSA §841

The State of Maine *does not* require that the City send out tax bills. When a municipality issues a property tax bill, each bill must include the following information per Title 36, § 507:

AS A RESULT OF THE MONEY OUR MUNICIPALITY RECEIVES FROM THE STATE LEGISLATURE THROUGH THE STATE MUNICIPAL REVENUE SHARING PROGRAM, HOMESTEAD EXEMPTION AND BETE REIMBURSEMENT AND STATE AID TO EDUCATION, YOUR PROPERTY TAX BILL HAS ALREADY BEEN REDUCED BY 62.6%.

INTEREST AT 6% PER ANNUM
BEGINS 10/01/2021

EFFECTIVE JUNE 30, 2021, THE CITY OF CARIBOU HAS NO BONDED INDEBTEDNESS.

Title 36, §507 also requires each bill issued must indicate the percentage of local property taxes distributed to:
education, local and county government.

AROOSTOOK COUNTY:	7.0%
RSU # 39 (SCHOOL):	46.0%
MUNICIPAL APPROPRIATIONS:	47.0%



Tax Assessment

The Caribou Board of Assessors is responsible for signing all documents for the annual tax commitment as well as other forms required to be filed with the State of Maine. The Board meets as needed throughout the year to act on abatement applications. For the 2021 tax year, the Board of Assessors approved one request for partial abatement. Additionally, the Caribou Board of Assessors are involved with prioritizing work within the department. Members of the 2021 Caribou Board of Assessors: Romeo Parent, John Weeks, and Michael Quinlan, Chairman.

Respectfully submitted,

Penny Thompson, RES AAS CMA-IV

Tax Assessor
Building Official
&

Tony K. Michaud, CMA

Deputy Tax Assessor
Deputy Building Official
Deputy Code Enforcement Officer

REVENUE GENERATORS

This department works to generate revenue for the City of Caribou in several ways:

- * Discover value when no permit obtained
- * List/measure property
- * List business property
- * Promote exemption and reimbursement options to taxpayers
- * Submit documents to State of Maine in a timely manner

The tax assessment department staff also serve in the capacity as Building Officials for the City of Caribou.

Scenes from the field 2021:



2021 Annual Permit Report					
	2021	2020	2019	2018	2017
BUILDING PERMITS					
Total	62	55	59	47	54
Homes	5	7	3	6	2
Mobile Homes	3	1	2	0	1
Multi-Family	1	0	3	0	1
Commercial	19	18	14	10	16
Exempt	4	4	1	5	3
PLUMBING PERMITS					
Internal	25	14	13	14	20
External	15	20	12	9	13
DEMO PERMITS	17	19	15	13	19
SIGN PERMITS	10	6	9	15	13



Utilities District

The Caribou Utilities District is a quasi-municipal entity created by charter from the Maine Legislature in 1945 to provide water and wastewater services to the City of Caribou. Predecessor private companies included the Caribou Water Company (1889) and the Caribou Sewer Company (1905), both of which were eventually purchased by the Caribou Utilities District. The District is directed by a five-member Board of Trustees appointed by the Caribou City Council. The District is self-financed through rates paid by its customers and maintains its own budget separate from the City.



Water treatment plant located on the River Road

The District produces all drinking water from two gravel aquifer wells on the River Road. These sources provide high quality water for our customers. A new water treatment plant was completed in 2006 and is capable of producing up to 2 million gallons of water per day. The District also maintains 32 miles of water mains, two booster stations, four standpipes and over 150 fire hydrants.



Wastewater treatment plant located on the Grimes Road

Wastewater is collected by 42 miles of sewer mains, 700 manholes and treated at three aerated lagoons located on the Grimes Road. The Grimes Road treatment plant was completed in 1984 and is capable of processing up to 1.71 million gallons of wastewater per day on a monthly average. The

District also maintains eleven lift stations, a primary treatment screen and two large pumping stations.

In 2021, the Board of Trustees held twelve regular meetings. Janine Murchison was President, with Nancy Solman serving as Treasurer, and Sue Sands serving as Clerk. Other Trustees include David Belyea, Jay Kamm, and Phil McDonough. District meetings are normally held the second Wednesday of each month at the District office building at 176 Limestone Street and are open to the public.

Caribou Utilities District was awarded the Maine Rural Water Association 30th Annual Maine's Best Tasting Drinking Water in December 2016. Communities and small water systems throughout the state submitted samples including recent past winners Limestone and Bangor.



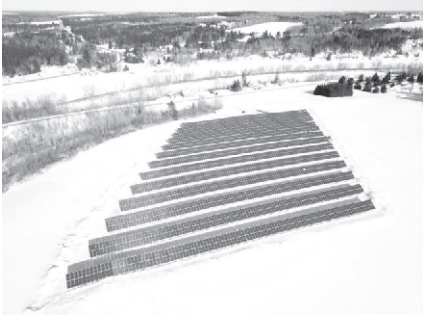
MRWA 2017 Maine's Best Tasting Drinking Water

In early 2017 the State of Maine Department of Environmental Protection issued a new discharge license for a five-year period, expiring December 31, 2021. A renewed discharge license was applied for in 2021 and should be forthcoming sometime in 2022.

A solar array was constructed on the River Road in 2019 which produces 80% to 85% of the electricity the District uses each year across both divisions. The array has 2,756 individual panels and a total fenced in footprint of just under 5 acres.



Utilities District



Solar Array at 300 River Road

Funding, final design and construction of an upgrade to the Grimes wastewater treatment plant commenced in 2019. Construction continued in the spring of 2020 and was substantially completed in the fall of 2021. The project included removing over 4,200 tons of sludge, new lagoon liners, new blowers and aeration system, upgraded electrical, controls as well as larger piping to increase process flows through the facility. These upgrades were necessary to address maintenance upgrades and in anticipation of future, stricter regulatory and discharge license requirements.



Lagoon #3; sludge removed, before new liner

Several mains were replaced or extended in 2021. Below is a summary the seven water and sewer main projects completed in 2021:

Location	2021 New 8" Ductile Iron Water Mains, Linear Feet (LF)				Sewer Upgrades	
	Replaced Water Mains (Cast Iron or Galvanized) 6"	Extended Water Mains 2+"	New Hydrants Added	Water Main Tie-ins	New 8" Sewer Main	New Man Holes
Sincock St	250	1,050	1,120	2	1	300
Fort St		570	620	1	2	2
Bird's Eye			240		1	
Armco Ave			450		1	
Roosevelt Ave			550	1	1	
Totals:			4,850	4	6	300

District benefits of these projects include, but are not limited to:

- Fire protection for Sincock and upper Fort Street.
- Service valve for future interconnection to Pond Street.
- 6" valve for future service for Bird's Eye site development.
- 1,120 LF of water main available for Sincock St. west end development.
- 190 LF of water main available for Roosevelt Avenue residential development.
- Eliminated service valve in Fort Street / US Route 1 intersection.
- Six tie-ins to existing water mains; increases water quality & fire flows.
- Added 4 service valves for critical customers on Armco Avenue.
- Replaced or added 29 customer service lines and shut-off valves.

These projects were engineered by District personnel and constructed by a combination of District personnel and Larry's Construction of Caribou ME.



*(L) Tie-in b/w Fort & Washington Streets along Route 1
(R) New manhole and 300 LF 8" sewer main, Sincock St.*

Broadband:

In 2021 there was a culmination of several years of study and factfinding by several members of the community looking for a long-term solution to the problem of all citizens in Caribou having access to high-speed internet. This endeavor revealed four additional goals which a public entity owning a fiber optic network in Caribou could accomplish:

- Giving Caribou citizens a choice of internet service providers (ISPs) where they all have to compete on a neutral platform.
- Keeping the majority of the telecom revenues and labor resources within local control.



Utilities District

- Establishing a powerful economic development tool for Caribou.
- Providing a revenue source for a broadband utility (and perhaps the City or others).

Throughout the year the Board of Trustees had several workshops to discuss the option of the CUD being the public entity to construct, own and operate a fiber optic network in Caribou which could be transformational for the community and the District.

At the same time, the City joined the effort by donating the funds required to develop a specific scope of work and cost to build a dark fiber network which would allow a public entity the opportunity to meet those five goals. A parcel of land on Sincok Street was donated by the City as well for the central telecom hub.

Next steps in this project will be getting District's charter amended, starting the process to secure project funding and continue to collaborate with all the community stake holders.

The Caribou Utilities District can be reached:

In person: 176 Limestone Street

Office telephone: 207-496-0911

Emergency/after hours: 207-493-3301

Website:

<http://www.cariboumaine.org/index.php/living-in-caribou/utilities-district/>

Email: cud@ghi.net

www.facebook.com/CaribouUtilitiesDistrict

Hugh A. Kirkpatrick

General Manager



Audits



Jefferson Cary Hospital Endowment Fund

FELCH & COMPANY, LLC

Certified Public Accountants

P.O. BOX 906
CARIBOU, MAINE 04736
(207) 498-3176
FAX (207) 498-6278
E-MAIL: CPA@FELCHCPA.COM

Independent Accountants' Review Report

To the Trustees of the
Jefferson Cary Hospital Endowment Fund

We have reviewed the accompanying financial statements of Jefferson Cary Hospital Endowment Fund (a nonprofit Organization), which comprise the statements of financial position as of December 31, 2021 and December 31, 2020, and the related statements of activities and cash flows for the years then ended, and the related notes to the financial statements. A review includes primarily applying analytical procedures to management's financial data and making inquiries of management. A review is substantially less in scope than an audit, the objective of which is the expression of an opinion regarding the financial statements as a whole. Accordingly, we do not express such an opinion.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement whether due to fraud or error.

Accountants' Responsibility

Our responsibility is to conduct the review engagements in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. Those standards require us to perform procedures to obtain limited assurance as a basis for reporting whether we are aware of any material modifications that should be made to the financial statements for them to be in accordance with accounting principles generally accepted in the United States of America. We believe that the results of our procedures provide a reasonable basis for our conclusion.

We are required to be independent of the Jefferson Cary Hospital Endowment Fund and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements related to our review.

Accountants' Conclusion

Based on our reviews, we are not aware of any material modifications that should be made to the accompanying financial statements in order for them to be in accordance with accounting principles generally accepted in the United States of America.

Felch & Company LLC

January 26, 2022



Jefferson Cary Hospital Endowment Fund

JEFFERSON CARY HOSPITAL ENDOWMENT FUND

Statements of Financial Position
December 31, 2021 and December 31, 2020

ASSETS

	<u>2021</u>	<u>2020</u>
CASH AND TEMPORARY INVESTMENTS (Note 2)	\$ 5,499	\$ 9,590
INVESTMENTS (Note 3)	<u>1,120,187</u>	<u>906,659</u>
	<u>\$ 1,125,686</u>	<u>\$ 916,249</u>

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES	\$ -	\$ -
NET ASSETS WITHOUT DONOR RESTRICTIONS	<u>998,246</u>	<u>788,809</u>
NET ASSETS WITH DONOR RESTRICTIONS		
Jefferson Cary	111,940	111,940
Caribou Grange	10,000	10,000
Spaulding	1,000	1,000
Bearce	1,000	1,000
Getchell	1,000	1,000
Hardison	1,000	1,000
Russ	500	500
Sincok	<u>1,000</u>	<u>1,000</u>
	<u>127,440</u>	<u>127,440</u>
Total Net Assets	<u>\$ 1,125,686</u>	<u>\$ 916,249</u>

*See independent accountants' review report.
The accompanying notes are an integral part of these financial statements.*



Municipal Audit Report

To view the Municipal Audit Report, go to the City's website at:
www.cariboumaine.org/index.php/departments/finance-department/audits/

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Certified Public Accountants

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Independent Auditors' Report

To the City Council of the
City of Caribou, Maine

Opinions

We have audited the accompanying financial statements of the governmental activities and each major fund of the City of Caribou, Maine as of and for the year ended December 31, 2021, and the related notes to the financial statements, which collectively comprise the City's basic financial statements as listed in the table of contents.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities and each major fund of the City of Caribou, Maine, as of December 31, 2021, and the respective changes in financial position thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinions

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the City of Caribou, Maine and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Emphasis of Matter

As discussed in Note 1, the financial statements referred to above include only the primary government of the City of Caribou, Maine, which consists of all funds, organizations, institutions, agencies, departments, and offices that comprise the City's legal entity. These primary government financial statements do not include financial data for the City's legally separate component units, which accounting principles generally accepted in the United States of America require to be reported with the financial data of the City's primary government. As a result, the primary government financial statements do not purport to, and do not present fairly the financial position of the reporting entity of the City of Caribou, Maine, as of December 31, 2021, the changes in its financial position or, where applicable, its cash flows thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America. Our opinion is not modified with respect to this matter.

Change in Accounting Principle

As described in Note 1 to the financial statements, the City adopted new accounting guidance, GASB Statement No. 75, Other Post-Employment Benefits. Our opinion is not modified with respect to this matter.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.



Municipal Audit Report

To the City Council of the
City of Caribou, Maine

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the City of Caribou's ability to continue as a going concern for twelve months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the City of Caribou's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the City of Caribou's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis and budgetary, public pension, and other post-employment benefit information be presented to supplement the basic financial statements. Such information is the responsibility of management and, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.



Municipal Audit Report

To the City Council of the
City of Caribou, Maine

Supplementary Information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the City of Caribou, Maine's basic financial statements. The accompanying combining and individual nonmajor fund financial statements and schedule of expenditures of federal awards, as required by Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, are presented for purposes of additional analysis and are not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. The information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the combining and individual nonmajor fund financial statements and the schedule of expenditures of federal awards are fairly stated, in all material respects, in relation to the basic financial statements as a whole.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated July 18, 2022 on our consideration of the City of Caribou's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts and grants and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the City of Caribou's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering City of Caribou's internal control over financial reporting and compliance.

Felch & Company LLC

July 18, 2022



Utilities District Audit

CARIBOU UTILITIES DISTRICT

FINANCIAL STATEMENTS

DECEMBER 31, 2021

Chester M. Kearney, Certified Public Accountants



Utilities District Audit

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Chester M. Kearney, Certified Public Accountants



Utilities District Audit



Chester M. Kearney
Certified Public Accountants

12 Dyer Street, Presque Isle, Maine 04769-1550
207-764-3171 Fax 207-764-6362

Barbara E. McGuire, CPA, CGMA
Timothy P. Poitras, CPA, CGMA

INDEPENDENT AUDITORS' REPORT

To the Board of Trustees
Caribou Utilities District
Caribou, Maine

Report on the Audit of the Financial Statements

Opinions

We have audited the accompanying financial statements of the business-type activities of the Caribou Utilities District, as of and for the years ended December 31, 2021 and 2020, and the related notes to the financial statements, which collectively comprise the District's basic financial statements as listed in the table of contents.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the business-type activities of the Caribou Utilities District, as of December 31, 2021 and 2020, and the respective changes in financial position, and, where applicable, cash flows, thereof for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinions

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements Section of our report. We are required to be independent of the Caribou Utilities District and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.



Utilities District Audit

In preparing the financial statements, management is required to evaluate, whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Caribou Utilities Districts' ability to continue as a going concern for twelve months beyond the financial statement date.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is substantial likelihood that, individually or in the aggregate, they would influence the judgement made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, we:

- Exercise professional judgement and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Caribou Utilities District's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Concluded whether, in our judgement, there are conditions or events, considered in the aggregate, that raise substantial doubt about Caribou Utilities District's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the Management's Discussion and Analysis on pages 4 through 6 and the Schedules of changes in Net OPEB Liability and Employer's Share of OPEB contributions on page 21 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements



Utilities District Audit

in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management regarding the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Supplementary Information

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying supplementary information on pages 22 to 26 and the schedule of expenditures of federal awards as required by *Title 2 U.S. Code of Federal Regulations (CFR) Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, are presented for purposes of additional analysis and are not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The accompanying supplementary information on pages 22 to 26 and the schedule of expenditures of federal awards on page 27 have been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated May 19, 2022 on our consideration of Caribou Utilities District's internal control over financial reporting and on our tests of compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the District's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Caribou Utilities District's internal control over financial reporting and compliance.

Chester M. Kearney

Presque Isle, Maine
May 19, 2022



Utilities District Audit

CARIBOU UTILITIES DISTRICT

MANAGEMENT'S DISCUSSION AND ANALYSIS

As management of the Caribou Utilities District we offer readers of the District's financial statements this narrative overview and analysis of the financial activities of the District for the fiscal year ended December 31, 2021. We encourage readers to consider the information presented here in conjunction with the District's financial statements.

FINANCIAL HIGHLIGHTS

- The assets and deferred outflows of resources of the Caribou Utilities District exceeded its liabilities and deferred inflows of resources at the close of the most recent fiscal year by \$6,652,217 (net position).
- The District's total net position increased by \$1,020,038.
- The District's total long-term debt increased by \$549,278 during the current fiscal year. The change was a result of new borrowing in the amount of \$1,035,659 and debt retired of \$486,381.

OVERVIEW OF THE FINANCIAL STATEMENTS

This discussion and analysis is intended to serve as an introduction to the Caribou Utilities District's basic financial statements. The District's basic financial statements are prepared in conformity with generally accepted accounting principles. They consist of the Statements of Net Position, Statements of Revenues, Expenditures and Changes in Net Position, and Statements of Cash Flows.

The Statements of Net Position present information on all of the District's assets, liabilities and deferred inflows and outflows of resources, with the difference reported as net position. Over time, increases or decreases in net assets may serve as a useful indicator of whether the financial position of the District is improving or deteriorating.

The Statements of Revenues, Expenditures and Changes in Net Position present information showing how the District's net position changed during the most recent fiscal year. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows. Thus, revenues and expenses are reported in this statement for some items that will only result in cash flows in future fiscal periods (e.g., uncollected revenue and earned but unused vacation leave).

The notes to the financial statements provide additional information that is essential to a full understanding of the data provided in the financial statements. The notes to the financial statements can be found on pages 10 to 20 of this report.

NET POSITION

As noted earlier, net position may serve over time as a useful indicator of the District's financial position. In the case of the District, assets and deferred outflows of resources exceeded liabilities and deferred inflows of resources by \$6,652,217 at the close of the most recent fiscal year.

A significant portion of the District's net position (83%) reflects investment in capital assets net of related debt.



Utilities District Audit

CARIBOU UTILITIES DISTRICT

MANAGEMENT'S DISCUSSION AND ANALYSIS

	Water Department		Sewer Department		Total	
	<u>2021</u>	<u>2020</u>	<u>2021</u>	<u>2020</u>	<u>2021</u>	<u>2020</u>
Invested in capital assets, net of related Debt	2,765,655	2,533,071	2,748,271	1,160,253	5,513,926	3,693,324
Unrestricted	<u>451,871</u>	<u>678,054</u>	<u>686,420</u>	<u>1,260,801</u>	<u>1,138,291</u>	<u>1,938,855</u>
Net position	<u>3,217,526</u>	<u>3,211,125</u>	<u>3,434,691</u>	<u>2,421,054</u>	<u>6,652,217</u>	<u>5,632,179</u>

STATEMENTS OF OPERATIONS

• User fee revenues increased by \$15,219 (1.4%) for the Water Department and increased \$8,563 (.9%) for the Sewer Department. Increased rates and stable usage was a factor for both increases in user fee revenues.

• Operating expenses increased by \$48,876 (4.9%) for the Water Department and increased by \$82,662 (7.1%) for the Sewer Department. Operating expenses are further detailed in the Schedules of Operating Expenses found on pages 23 and 24.

• Operations resulted in an increase in net position of \$67,843 for the Water Department compared to an increase in net position of \$128,988 in 2020. The Sewer Department's operations produced a decrease in net position of \$268,235 compared to a decrease in net position of \$193,048 in 2020. The decrease is primarily attributable to the cost of depreciation on property and equipment.

PROPERTY, PLANT, AND EQUIPMENT

The District's property, plant, and equipment as of December 31, 2021, amounts to \$13,843,790 (net of accumulated depreciation). This investment in capital assets includes land, buildings, transmission and distribution lines, meters, hydrants, pumping and purification systems, standpipes, and general equipment. The total increase in the District's property, plant, and equipment for the current fiscal year was 20.65%. This increase is represented by an increase of \$3,158,813 of property in service and an increase in accumulated depreciation of \$788,933.

Additional information on the District's capital assets can be found in the Schedule of Changes in Property, Plant, and Equipment on page 22 of this report.

LONG-TERM DEBT

At the end of the current fiscal year, the District had total bonded debt outstanding of \$4,126,416 and notes payable outstanding in the amount of \$4,203,448. All of this debt is backed by the full faith and credit of the district. Information on bonds and notes payable can be found in note 5 on pages 13-15 of this report.



Utilities District Audit

CARIBOU UTILITIES DISTRICT

MANAGEMENT'S DISCUSSION AND ANALYSIS

ECONOMIC FACTORS AND FUTURE EVENTS

The District continues to search for ways to provide the best service at the lowest possible cost to its users and rate payers. The District must continue to maintain strict standards for both the Water and Sewer Departments to comply with drinking water and environmental regulations. The District is currently exploring financing options including grants and loans for projects under consideration for 2022 and beyond. The District is also exploring other utility services, such as broadband service. The District is currently assessing the impact of the disruption caused by the COVID-19 pandemic on its operations.

REQUESTS FOR INFORMATION

This financial report is designed to provide a general overview of the Caribou Utilities District finances for all those with an interest in the District's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to the Board of Trustee's, Caribou Utilities District, PO Box 10, Caribou, Maine 04736.



Utilities District Audit

CARIBOU UTILITIES DISTRICT
STATEMENTS OF NET POSITION
DECEMBER 31, 2021 AND 2020

	WATER DIVISION		SEWER DIVISION		TOTAL	
	2021	2020	2021	2020	2021	2020
CURRENT ASSETS						
Cash	317,138	337,270	667,771	778,302	984,909	1,115,572
Accounts receivable, net	89,470	99,628	32,648	27,638	122,118	127,266
Accrued revenues receivable	68,967	63,728	64,791	53,430	133,758	117,158
Due from Water Division	-	-	-	26,870	-	26,870
Inventories	78,362	76,074	6,358	6,358	84,720	82,432
Prepaid expenses	-	5,561	-	4,083	-	9,644
	<u>553,937</u>	<u>582,261</u>	<u>771,568</u>	<u>896,681</u>	<u>1,325,505</u>	<u>1,478,942</u>
PROPERTY, PLANT AND EQUIPMENT	12,935,885	12,204,480	18,717,863	16,290,455	31,653,748	28,494,935
Less accumulated depreciation and amortization	<u>6,769,349</u>	<u>6,441,040</u>	<u>11,040,609</u>	<u>10,579,985</u>	<u>17,809,958</u>	<u>17,021,025</u>
	<u>6,166,536</u>	<u>5,763,440</u>	<u>7,677,254</u>	<u>5,710,470</u>	<u>13,843,790</u>	<u>11,473,910</u>
OTHER ASSETS						
Restricted cash	-	-	-	438,514	-	438,514
Standpipe painting, net of amortization	172,308	201,925	-	-	172,308	201,925
Investments - ICMA deferred compensation plan	-	-	1,306,153	1,200,023	1,306,153	1,200,023
	<u>172,308</u>	<u>201,925</u>	<u>1,306,153</u>	<u>1,638,537</u>	<u>1,478,461</u>	<u>1,840,462</u>
TOTAL ASSETS	<u>6,892,781</u>	<u>6,547,626</u>	<u>9,754,975</u>	<u>8,245,688</u>	<u>16,647,756</u>	<u>14,793,314</u>
DEFERRED OUTFLOWS OF RESOURCES						
OPEB related outflows	4,347	4,553	4,347	4,553	8,694	9,106
	<u>4,347</u>	<u>4,553</u>	<u>4,347</u>	<u>4,553</u>	<u>8,694</u>	<u>9,106</u>
CURRENT LIABILITIES						
Long-term serial bonds and notes payable due within one year	318,659	322,621	709,250	163,695	1,027,909	486,316
Accounts payable	194,687	15,434	14,604	29,521	209,291	44,955
Accrued expenses	50,346	36,799	47,666	24,307	98,012	61,106
Due to Sewer Division	-	26,870	-	-	-	26,870
	<u>563,692</u>	<u>401,724</u>	<u>771,520</u>	<u>217,523</u>	<u>1,335,212</u>	<u>619,247</u>
LONG-TERM LIABILITIES						
Serial bonds and notes payable	3,400,881	3,230,369	4,928,983	4,550,217	8,329,864	7,780,586
Less amount due in one year	<u>318,659</u>	<u>322,621</u>	<u>709,250</u>	<u>163,695</u>	<u>1,027,909</u>	<u>486,316</u>
	<u>3,082,222</u>	<u>2,907,748</u>	<u>4,219,733</u>	<u>4,386,522</u>	<u>7,301,955</u>	<u>7,294,270</u>
Deferred compensation benefits	-	-	1,306,153	1,200,023	1,306,153	1,200,023
OPEB Liabilities	23,998	20,886	23,998	20,886	47,996	41,772
	<u>3,106,220</u>	<u>2,928,634</u>	<u>5,549,884</u>	<u>5,607,431</u>	<u>8,656,104</u>	<u>8,536,065</u>
TOTAL LIABILITIES	<u>3,669,912</u>	<u>3,330,358</u>	<u>6,321,404</u>	<u>5,824,954</u>	<u>9,991,316</u>	<u>9,155,312</u>
DEFERRED INFLOWS OF RESOURCES						
Customer deposits	6,463	6,463	-	-	6,463	6,463
OPEB related inflows	<u>3,227</u>	<u>4,233</u>	<u>3,227</u>	<u>4,233</u>	<u>6,454</u>	<u>8,466</u>
	<u>9,690</u>	<u>10,696</u>	<u>3,227</u>	<u>4,233</u>	<u>12,917</u>	<u>14,929</u>
NET POSITION						
Invested in capital assets, net of related debt	2,765,655	2,533,071	2,748,271	1,160,253	5,513,926	3,693,324
Unrestricted	<u>451,871</u>	<u>678,054</u>	<u>686,420</u>	<u>1,260,801</u>	<u>1,138,291</u>	<u>1,938,855</u>
	<u>3,217,526</u>	<u>3,211,125</u>	<u>3,434,691</u>	<u>2,421,054</u>	<u>6,652,217</u>	<u>5,632,179</u>

See notes to financial statements

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Chester M. Kearney, Certified Public Accountants



Utilities District Audit

CARIBOU UTILITIES DISTRICT
STATEMENTS OF REVENUES, EXPENDITURES, AND CHANGES IN NET POSITION
YEARS ENDED DECEMBER 31, 2021 AND 2020

	WATER DIVISION		SEWER DIVISION		TOTAL	
	2021	2020	2021	2020	2021	2020
OPERATING REVENUES						
Water user fees	1,078,386	1,063,167	-	-	1,078,386	1,063,167
Sewer user fees	-	-	938,349	929,786	938,349	929,786
Other operating revenues	37,103	64,591	41,493	42,581	78,596	107,172
	<u>1,115,489</u>	<u>1,127,758</u>	<u>979,842</u>	<u>972,367</u>	<u>2,095,331</u>	<u>2,100,125</u>
OPERATING EXPENSES	<u>1,047,646</u>	<u>998,770</u>	<u>1,248,077</u>	<u>1,165,415</u>	<u>2,295,723</u>	<u>2,164,185</u>
EARNINGS (LOSS) FROM OPERATIONS	67,843	128,988	(268,235)	(193,048)	(200,392)	(64,060)
NON-OPERATING INCOME AND (DEDUCTIONS)	<u>(61,442)</u>	<u>(63,828)</u>	<u>1,281,872</u>	<u>(4,166)</u>	<u>1,220,430</u>	<u>(67,994)</u>
CHANGE IN NET POSITION	6,401	65,160	1,013,637	(197,214)	1,020,038	(132,054)
NET POSITION, BEGINNING OF YEAR	<u>3,211,125</u>	<u>3,145,965</u>	<u>2,421,054</u>	<u>2,618,268</u>	<u>5,632,179</u>	<u>5,764,233</u>
NET POSITION, END OF YEAR	<u>3,217,526</u>	<u>3,211,125</u>	<u>3,434,691</u>	<u>2,421,054</u>	<u>6,652,217</u>	<u>5,632,179</u>

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See notes to financial statements

Chester M. Kearney, Certified Public Accountants



Utilities District Audit

CARIBOU UTILITIES DISTRICT

STATEMENTS OF CASH FLOWS

YEARS ENDED DECEMBER 31, 2021 AND 2020

	2021	2020
CASH FLOWS FROM OPERATING ACTIVITIES		
Cash received from customers	2,083,879	2,124,155
Cash paid to suppliers and employees for goods and services	(1,276,737)	(1,412,417)
Interest received	3,663	7,710
Interest paid	(133,096)	(65,587)
Net cash provided by operating activities	<u>677,709</u>	<u>653,861</u>
CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES		
Proceeds from long-term debt	-	478,529
Repayment of debt	(486,381)	(401,862)
Net cash provided by (used in) capital and related financing activities	<u>(486,381)</u>	<u>76,667</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Capital grants received from government entities	1,362,649	-
Payments on property, plant and equipment	(2,123,154)	(109,810)
Net cash used in investing activities	<u>(760,505)</u>	<u>(109,810)</u>
NET INCREASE / (DECREASE) IN CASH	<u>(569,177)</u>	<u>620,718</u>
CASH & RESTRICTED CASH - BEGINNING OF YEAR	<u>1,554,086</u>	<u>933,368</u>
CASH & RESTRICTED CASH - END OF YEAR	<u><u>984,909</u></u>	<u><u>1,554,086</u></u>
RECONCILIATION OF CHANGE IN NET POSITION		
TO NET CASH PROVIDED BY OPERATING ACTIVITIES		
CHANGE IN NET POSITION	<u>1,020,038</u>	<u>(132,054)</u>
Adjustments to reconcile change in net position		
to net cash provided by operating activities		
Depreciation and amortization	818,550	746,241
Capital grant funds	(1,362,649)	-
Change in assets and liabilities:		
Accounts and liens receivable	5,148	16,184
Prepaid expenses	9,644	2,253
Inventory	(2,288)	13,345
Accrued revenue	(16,600)	7,846
Deferred outflows of resources	412	(4,950)
OPEB liabilities	6,224	1,352
Deferred inflows of resources	(2,012)	5,760
Accounts payable	164,336	1,695
Accrued expenses	36,906	(3,811)
	<u>(342,329)</u>	<u>785,915</u>
Net cash provided by operating activities	<u><u>677,709</u></u>	<u><u>653,861</u></u>
SUPPLEMENTAL SCHEDULE OF NON-CASH INVESTING AND FINANCING ACTIVITIES		
Capital assets purchased	(3,158,813)	(3,509,808)
Long-term debt proceeds used for capital purchases	1,035,659	3,399,998
Payments on property, plant and equipment	<u>(2,123,154)</u>	<u>(109,810)</u>

See notes to financial statements



Utilities District Audit

CARIBOU UTILITIES DISTRICT

NOTES TO FINANCIAL STATEMENTS

(1) ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The Caribou Utilities District is a quasi-municipal water and sewer utility. The Water Division is regulated by the State of Maine Public Utilities Commission which provides for an approval process on water rates charged, consistent with the public interest and other requirements of law.

The District prepares its financial statements on the accrual basis of accounting. Under the accrual basis of accounting, revenue is recognized when earned and measurable and expenses are recognized when incurred and measurable.

Management reviews outstanding receivables for uncollectible balances on an ongoing basis and reserves those balances for which collection is questionable. As of December 31, 2021 and 2020, the District's allowance for doubtful accounts is \$70,000. When management determines accounts to be uncollectible, they are charged to the allowances for doubtful accounts when that determination is made.

Inventories of pipes, materials and supplies are stated at cost. Cost is determined substantially on the first-in, first-out basis.

Donated assets are recorded at their fair value at the date of donation; all other assets are recorded at cost.

Depreciation is provided by the straight-line method at rates that are designed to amortize the original costs of the assets over their estimated useful lives. These rates range from fifty to one hundred years for reservoirs and water mains; twenty to fifty years for other water distribution equipment and sewer treatment plants, facilities, pump stations and buildings; and from five to twenty years for other equipment.

The District has received refunds and credits to long-term debt intended to reduce the effective interest rate on bonds payable. The refunds and credits are recorded as deferred revenue at the time they are received and are amortized over the life of the bonds.

For the purposes of the statements of cash flows, the District considers all highly liquid investments with maturities of three months or less when purchased to be cash.

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts and disclosures of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses. Actual results could differ from these estimates.

The District's financial instruments consist of cash, cash equivalents, accounts receivable, accounts and accrued payables, and notes payable. The fair values for the financial instruments that are current liabilities or current assets approximate their carrying amounts. The fair value of long-term notes payable has not been disclosed because management believes that their fair values cannot reasonably be determined.



Unpaid Taxes



Personal Property Taxes Unpaid

2017-2021 as of December 31, 2021

2017

BEAULIEU, GERRY J.	\$549.70
CORBIN, CHRIS	121.89
LAVOIE, LOUIS	619.01
LYONS, JOHN	6.39
MARTIN, SCOTT	3,864.63
ROSSIGNOL, GARY	40.63
THERIAULT, SHANE	<u>5,752.73</u>
	\$10,954.98

2018

BEAULIEU, GERRY J	\$564.06
CORBIN, CHRIS	120.87
COTE, MATTHEW	220.41
CULLINS, BRYAN	270.18
FRESH AIR LLC	68.73
LAVOIE, LOUIS	613.83
LYONS, JOHN	137.46
MARTIN, SCOTT	3,732.75
NELSON, MARIAN	90.06
ROSSIGNOL, GARY	40.29
ST. PETER, GARY	360.24
THERIAULT, SHANE	5,704.59
VIRTUAL MANAGED SOLUTIONS	<u>3.02</u>
	\$11,926.49

2019

BEAULIEU, GERRY J	\$567.11
CORBIN, CHRIS	125.21
COTE, MATTHEW	225.86
CULLINS, BRYAN	279.87
HUNTER, MATTHEW A	87.96
LAVOIE, LOUIS	635.85
LEAVITT, BRIAN G	4.73
LYONS, JOHN	142.39
MARTIN, SCOTT	3,284.79
MORGAN, PAUL	1,539.29
ROSSIGNOL, GARY	41.74
THERIAULT, SHANE	<u>5,909.19</u>
	\$12,843.99

2020

AKERSON, JEFFREY	\$105.98
AKERSON, JOHN W DEV	317.93
ANDERSON, JEN	7.07
BACON, JAMES	362.67
BEAULIEU, GERRY J	433.32
BLACKSTONE, SAMUEL S	150.72
BOUCHARD, BRIAN J. & LISA M.	105.98
BURGESS, HENRY	35.33

CLAYTON, MARTY	\$16.49
CORBIN, CHRIS	49.46
CORRIVEAU, MARK	235.50
COTE, MATTHEW	214.31
COUNTY BAG, LLC	47.10
CULLINS, BRYAN	35.33
D&H FOODS, INC.	2,597.57
DUBOIS, RICHARD	3.64
DUPLESSIE, SEAN	4.65
DUPLISSIE, COLLEEN	2.65
FOX DEN TATTOO	58.88
FRANK, ROB, MARTHA & BRADLEY	16.74
GAGNON, ANGELA & JOHN	247.28
GRIFFIN, KIP	235.50
HAMILTON, JON D	4.71
HANEY, CHRISTOPHER A	176.63
HUNTER, MATTHEW A	73.01
KEAR, SIDNEY J & FRANCESCA M	11.78
LAVOIE, LOUIS	70.65
LAVOIE, LOUIS J JR	70.65
MAPLE RIDGE PROPERTY MGMT. LLC	105.98
MARTIN, SCOTT	3,150.99
MARTINS POINT HEALTH CARE	36.59
MCKEEN, STEPH	58.88
MICHAUD, ANDREW J	282.60
NOBLE, CAROLYN JOYCE	579.28
OFFICEMAX INCORPORATED #6939	82.79
OUELLETTE, KEITH	9.42
ROGESKI, STEV B	4.71
ROSSIGNOL, GARY	40.04
SA TAX & FINANCIAL SERVICES, INC.	167.21
ST. PETER, RUDOLPH	4.71
THERIAULT, SHANE	5,668.49
THOMPSON, ADAM E	141.30
TIMEPAYMENT CORP	19.44
WESSON, BRUCE E	70.65
WILLARD, T.W.	<u>10.66</u>
	\$16125.27

2021

AJM RENTAL PROPERTIES, LLC	\$9.42
AKERSON, JEFFREY	105.98
AKERSON, JOHN W DEV	317.93
ANDERSON, JEN	7.07
AYER, THOMAS	150.72
BACON, JAMES	362.67
BEAULIEU, GERRY J	433.32
BOUCHARD, BRIAN J. & LISA M.	105.98
BOUCHARD, CRAIG BOUCHARD & RICKY	1,613.18
BOUCHARD, DR CINDY A	350.70



Personal Property Taxes Unpaid

2017-2021 as of December 31, 2021

BURGESS, HENRY	\$35.33	KEAR, SIDNEY J & FRANCESCA M	\$11.78
CHADWICK & BAROSS, INC.	494.55	KEATON, BRENDA	25.91
CONOPCO, INC	2.36	KNIGHT, LARRY E & SHARRON P	70.65
CORBIN, CHRIS	49.46	LAMOTHE, HEIDI	25.91
CORE-MARK MID CONTINENT, INC	14.13	LAVOIE, LOUIS	70.65
CORRIVEAU, DAVID AND PATTY	25.91	LAVOIE, LOUIS J JR	70.65
CORRIVEAU, MARK	235.50	MAPLE RIDGE PROPERTY MGMT. LLC	105.98
COTE, MATTHEW	214.31	MARTIN, SCOTT	3,150.99
COUNTY AG & TURF SUPPLY, INC.	282.60	MARTINS POINT HEALTH CARE	11.78
CULLINS, BRYAN	35.33	MCKEEN, STEPH	58.88
CYR, MICHAEL	551.98	NOBLE, CAROLYN JOYCE	673.53
CYR, MICHAEL	578.38	OFFICEMAX INCORPORATED #6939	1,029.14
DOODY, KENNETH	211.95	OUELLETTE, KEITH	9.42
DUBOIS, RICHARD	51.81	PERREAULT, ANNE GUERRETTE	28.26
DUPLESSIE, SEAN	63.59	PORVAIR FILTRATION GROUP, INC	2,319.68
DUPLISSIE, COLLEEN	35.33	RICHARDSON, DERRELL	87.14
FINLAY, BARBARA	4.71	RICHARDSON, DERRELL	101.27
FOURNIER, ARLENE	131.88	ROGESKI, STEV B	4.71
FOX DEN TATTOO	58.88	ROSSIGNOL, GARY	40.04
FRANK, ROB, MARTHA & BRADLEY	343.83	ROSSIGNOL, JORDYN	75.36
FROST RENTAL PROPERTIES, LLC	141.30	SHAW, ROBERT	4,867.79
G.F. MARKETING, INC.	28.15	ST. PETER, RUDOLPH	4.71
GAGNON, ANGELA & JOHN	247.28	THERIAULT, NORMAN L. & LINDA M.	25.91
GRIFFIN, KIP	235.50	THERIAULT, SHANE	5,668.49
GUERRETTE FARMS, CORP	250.41	THOMPSON, ADAM E	141.30
HAMILTON, JON D	4.71	TIMEPAYMENT CORP	58.88
HANEY, CHRISTOPHER A	176.63	WESSON, BRUCE E	70.65
HERBERT, JACK	68.30	WILLARD, T.W.	143.66
HUNTER, MATTHEW A	73.01	WILLIAMS, KARLYN	122.46
J.F. LIQUIDATING CORPORATION	781.86	YOUR JOURNEY, LLC	14.13
			<u>\$27,975.65</u>



Real Estate Taxes Unpaid 2021

as of December 31, 2021

ADAMS, BRANDON J	\$682.95	BLACKSTONE, BILL D	\$1,500.14
AKERSON, BEATRICE M	548.72	BLACKSTONE, BREEN	2,025.31
AKERSON, JEFFREY	857.06	BLANCHETTE, JODY B	435.71
AKERSON, JEFFREY	1,823.77	BOSSIE, STEVEN	1,163.37
AKERSON, JOHN - DEV	1,467.17	BOUCH CORPORATION	2,226.24
AKERSON, JOHN W - DEV	1,610.82	BOUCHARD POTATO COMPANY	1,198.70
AKERSON, TAVIA	1,389.45	BOUCHARD POTATO COMPANY	2,352.65
ALBERT, JOHN J	117.75	BOUCHARD POTATO COMPANY	6,977.87
ALBERT, ROLAND P - DEC	1,554.30	BOUCHARD, BRIAN J	1,205.76
ALGONQUIN NORTHERN MAINE GEN CO.	23.41	BOUCHARD, BRIAN J	3,179.25
ANDERSON, GREGORY CLIFTON	238.21	BOUCHARD, CHAD	2,402.96
ANDERSON, MARY LEE	215.99	BOUCHARD, CRAIG D	266.12
ANDERSON, SCOTT	3.16	BOUCHARD, CRAIG D	1,559.01
ARCHER, RICHARD S	1,059.75	BOUCHARD, CRAIG D	1,702.67
ARGRAVES, RICHARD P	2,030.01	BOUCHARD, CRAIG D	1,737.99
ARGRAVES, RICHARD, ALMA, & BRANDON M.	127.17	BOUCHARD, CRAIG D	3,365.30
AROOSTOOK BAND OF MICMACS	9.07	BOUCHARD, CRAIG D	5,270.49
ATCHESON, THOMAS J	1,860.45	BOUCHARD, JEFFERY D	1,756.83
ATCHESON, THOMAS J	3,186.32	BOUCHARD, MAYNARD L. - HEIRS	42.02
AYER, THOMAS E	296.64	BOUCHARD, RICKEY	2,496.30
AYER, THOMAS E	2,858.03	BOUCHARD, RICKEY	3,054.44
AYER, THOMAS E	5,183.34	BOUCHARD, RICKEY A	235.50
AYER, THOMAS E	5,757.98	BOUCHARD, RICKEY A	270.83
BABIN, STEVE N	2,359.71	BOUCHARD, RICKEY A	1,224.60
BACON, JAMES	817.19	BOUCHARD, RICKEY A	1,747.41
BACON, JAMES	6,024.09	BOUCHARD, RICKEY A	2,333.81
BACON, JAMES D	1,434.20	BOUCHARD, RICKEY A	7,538.36
BACON, JAMES D JR	1,123.34	BOUCHARD, SCOTT A. ET AL	1,182.21
BACON, JAMES D JR	4,319.07	BOUCHER, JAMES	1,161.02
BAILEY, KENDALL K	508.68	BOURGOINE, DANIEL	1,205.76
BALDWIN, ROBERT W - DEC	482.78	BOURGOINE, DANIEL J	243.99
BALLARD, KEITH	1,664.99	BOUTOT, ARMOND Z	1,128.05
BALLARD, WAYNE B	734.76	BOWMASTER, PETER W	313.22
BARCLAY, JOHN F	2,437.43	BRAGDON, GLEN JR	127.17
BEAULIEU, GERRY J	1,832.19	BRANSCOM, SCOTT E	916.10
BEAULIEU, MATTHEW W	210.06	BRECHT, LINDA	529.88
BEAULIEU, MATTHEW W	228.91	BROWN, MARY LOU	146.63
BEAUPRE, JACOB	387.86	BROWN, TIMOTHY L	685.31
BECHARD, WILFRED	3.11	BROWN, TIMOTHY L	765.38
BECHARD, WILFRED	3.99	BURBY, JAMES L	1,330.58
BECHTEL, RICHARD A. & PATRICIA J.	572.27	BURBY, RAYMOND L	205.59
BELANGER, FRANCIS J	953.78	BURGESS, HENRY	1,102.14
BELL, CECILE P	346.19	BURGESS, HENRY	1,186.92
BELL, VERNA -DEV	2,758.11	BURNHAM, TAMMY	779.51
BELL, VERNA M - DEV	383.35	BURTT, JEFFREY J	430.97
BELL, VERNA M - DEV	834.35	CAMPBELL, MONA N	2,284.35
BELLEFLEUR, NORMAND - DEC	461.58	CAMPBELL, RYAN J	189.86
BICKFORD, BRIAN	2,135.99	CAPAROTTA, ANTHONY L	440.39
BIELINSKI, GRETA T- DEV	631.45	CAPAROTTA, ANTHONY L	605.24
BLACK, DANIEL C	1,344.71	CARON, BEVERLY	1,375.32
BLACKSTONE, BILL	251.99	CARON, BEVERLY J	551.07



Real Estate Taxes Unpaid 2021

as of December 31, 2021

CARON, BEVERLY J. - LIFE ESTATE	\$2,227.83	DUNCAN, JASON B	\$2,835.42
CARON, LOUIS & MURIEL - LIFE ESTATE	18.98	DUVEFELT, HANS L	282.60
CARON, RICHARD S	1,323.51	DUVEFELT, HANS L	532.23
CASSIDY HOLDINGS LLC	32,569.65	E BOUCHARD COMPANY	374.45
CASSIDY, DANA	33,254.96	ESPLING, DEBRA	178.98
CHADSEY, ERIC	280.25	EVANS, RITA M - DEV	1,596.69
CHAMBERS, HOLLIS F. JR	2,976.72	FARLEY-BELANGER, ARLENE	315.57
CHAMPAGNE, RONALD A., JR.	1,467.06	FISHER, DWAYNE (SR) & FISHER, ANGELA &	
CHESTNUT, JEFFREY S	454.52	FISHER, DWAYNE (JR)	482.78
CLARK, DANIEL AND LUELLA M. HEWITT	588.75	FLAGG, WILLIAM B	1,257.99
CLARK, ROBERT P	478.07	FORD, RANDOLPH, et.al. & TREVOR J.D.	
CLAVETTE, RONALD J	42.39	& SUSAN P. PARR	423.90
COLLINS, CHRISTOPHER	1,083.30	FORTIN, LINDA	197.82
CORBIN, JOSEPH F	503.97	FORTIN, LINDA	828.96
CORBIN, JOSEPH F	1,005.59	FORTIN, ROBERT	188.40
CORMIER, TIMOTHY T	916.10	FOSTER, DARREL J	1,085.66
CORRIVEAU, BRYANT L	1,954.65	FOURNIER, CURTIS F	303.80
CORRIVEAU, DAVID P	626.43	FOURNIER, FRANKLIN	3,817.46
CORRIVEAU, ELLIE J	463.94	FRANK, ROBIN D	1,585.27
CORRIVEAU, MARK L	664.11	FRANK, ROBIN D	2,331.67
COSSIBOOM, CAROLYN	369.03	FRANK, ROBIN D	2,658.80
COTE, MATTHEW	1,599.05	FREEMAN, PETER J	2,352.65
COUTURE, BOBBI JO	1,038.56	FROST, LELAND	42.39
CURRIE, ERNIE J	1,029.14	FROST, LELAND - LIFE ESTATE	3,318.20
CURTIS, JONATHAN M	675.89	FUHRMANN, FRANCIS	1,299.96
CYR, DOROTHY L	3.70	FULLER, WILLIAM	2,816.58
CYR, JAMES A	865.16	G.F. MARKETING, INC.	126.90
CYR, LON L	2,599.91	GAGNON, AARON N	1,139.82
CYR, NANCY M. - HEIRS	1,156.36	GAGNON, ANGELA	1,705.02
CYR, ROWENA G	2,081.82	GAGNON, ANGELA C	1,453.04
DAIGLE, LORI	1,255.22	GAGNON, ANGELA C	2,409.17
DAMBOISE, ORRICK	1,005.59	GAGNON, DEBRA	65.94
DAVID, JODY	47.10	GAGNON, DEBRA L	515.75
DAVID, JODY	247.28	GAGNON, DEBRA L	657.05
DEDAM, GERALD	1,881.61	GAGNON, MICHAEL E	1,088.19
DEMERCHANT, LAUREN MARY (ALLEN)	6,151.26	GAGNON, TAMMY	230.79
DEMOURA - DEC, ANTONE	739.47	GAGNON, TAMMY A	2,322.03
DEVEAU, TAMMY L	998.52	GALLAGHER, GAIL L	1,050.33
DINSMORE, RONALD W	1,723.23	GALLAGHER, GEORGE III	2,221.86
DIONNE, APRIL A	619.37	GANDEE, DIANA	778.40
DITSON, GEORGE	148.37	GARDNER, EVERETT O	3,427.38
DOBSON, PETER W	41.97	GAUVIN, RANDY F	621.72
DOODY, KENNETH D	797.21	GOMEZ, JOEL	805.41
DOODY, KENNETH D	1,340.71	GOUGH, ROBERT	709.18
DRAKE, FORREST - DEV	98.91	GREEN, MITCHELL	113.04
DRAKE, FORREST - DEV	101.27	GREENE, SCOTT B	1,361.19
DRAKE, JUDSON	388.58	GRENIER INC.	1,128.05
DRISCOLL, DOUGLAS A	1,606.11	GRENIER INC.	1,128.05
DROST, MARION - DEC	496.91	GRIFFETH, CHRISTINE	4,662.90
DUBOIS, RICHARD K	308.51	GRIFFETH, SHARON L	482.78
DUNCAN, JASON B	266.12	GUERRETTE FARM CORP	7.25



Real Estate Taxes Unpaid 2021

as of December 31, 2021

GUERRETTE FARM CORP	\$20.69	HALLETT, BRYAN D	\$850.16
GUERRETTE FARMS CORP	4.46	HAMEL, TERESITIA M	169.88
GUERRETTE FARMS CORP	16.58	HAMMOND, BRENDAN	1,497.78
GUERRETTE FARMS CORP	16.58	HAMMOND, BRENDAN	1,497.78
GUERRETTE FARMS CORP	18.20	HANES, JAMES T	1,396.52
GUERRETTE FARMS CORP	18.48	HANEY, CHRISTOPHER A	1,179.86
GUERRETTE FARMS CORP	27.36	HANEY, CHRISTOPHER A	1,309.38
GUERRETTE FARMS CORP	27.70	HANEY, NATHAN	1,090.37
GUERRETTE FARMS CORP	29.32	HARMON, COLLEEN	240.21
GUERRETTE FARMS CORP	31.22	HARMON, COLLEEN	1,413.00
GUERRETTE FARMS CORP	34.02	HARMON, PAUL F	2,103.02
GUERRETTE FARMS CORP	36.82	HARRIS, JAMES	58.88
GUERRETTE FARMS CORP	44.04	HARRIS, JAMES L., CONSTRUCTION	308.51
GUERRETTE FARMS CORP	48.53	HARTLEY, ALLYN D	659.40
GUERRETTE FARMS CORP	71.50	HAZELL, ANNETTE	1,149.24
GUERRETTE FARMS CORP	101.62	HERBERT, JACK	1,676.76
GUERRETTE FARMS CORP	131.87	HERBERT, JACK S	3,037.95
GUERRETTE FARMS CORP	175.84	HERBERT, WWES N	765.38
GUERRETTE FARMS CORP	203.30	HEWITT, FLINT A	824.25
GUERRETTE FARMS CORP.	16.37	HEWITT, TRAVIS L	154.13
GUERRETTE FARMS CORP.	20.48	HOAGLAND, JOHN C	1,511.91
GUERRETTE FARMS CORP.	24.18	HOLMAN, LORI JEAN WARK	189.43
GUERRETTE FARMS CORP.	26.04	HOOEY, RAYMOND	932.58
GUERRETTE FARMS CORP.	54.64	HOOEY, RAYMOND R. JR	1,066.82
GUERRETTE FARMS CORP.	65.14	HOTELLING, JOHN H III	699.44
GUERRETTE FARMS CORP.	68.67	HUNTER, MATTHEW A	1,928.75
GUERRETTE RESIDUARY TRUST	5,696.75	INSIGNARES, JORGE R	1,125.69
GUERRETTE RESIDUARY TRUST	12,215.39	J.F. LIQUIDATING CORPORATION	3,673.80
GUERRETTE TRUST UNDER RONALD P.	1,584.92	JACKSON, CARLTON E.,SR.	603.26
GUERRETTE TRUST UNDER RONALD P.	2,392.68	JACKSON, CRAIG P	1,022.07
GUERRETTE TRUST UNDER RONALD P.	2,894.30	JACOB, JEFFREY JAMES	2,187.80
GUERRETTE, ANTHONY	986.75	JANITZ, WALTRAUD I. - DEV.	295.25
GUERRETTE, ANTHONY	2,510.43	JEWELL, ROGER E	211.47
GUERRETTE, ANTHONY R	1,165.73	JOHNSON, CHRISTIAN	2,613.80
GUERRETTE, BRIAN J	1,528.40	JOHNSON, CHRISTIAN JD	1,645.78
GUERRETTE, BRIAN J	1,912.26	JOHNSTON, LAWRENCE R	378.96
GUERRETTE, BRIAN J	5,753.27	KEATON, KEVIN P	5,110.35
GUERRETTE, BRIAN J	5,807.43	KEATON, VAUGHN	3,216.93
GUERRETTE, BRIAN, ANTHONY & RYAN	489.84	KEENAN, MARION M - DEV	1,488.07
GUERRETTE, LIZA M	1,245.80	KELLER, BOBBY	1,276.40
GUERRETTE, SHERI R	3,414.75	KELLEY, CAROLYN	659.40
GUERRETTE, ULYSSES - DEV	193.11	KELLY, JAMES L	1,504.85
GUERRETTE, ULYSSES P. - DEV	664.11	KING, ALLEN G	122.46
GUILLEMETTE, SCOTT D	949.07	KING, JESSIE L	1,224.60
GUSTIN, ERIC	1,796.87	KING, JIMMY	565.20
GUY, DYLAN M	1,683.83	KINNEY, JOSHUA D	1,700.26
HAINES, CARLA	2,168.96	KIRK, GERALD D	3,991.73
HAINES, STEVEN G	1,726.22	KNOLL, SUSIE M. (CORRIVEAU)	948.60
HALL, CAROLYN E	462.86	KNOWLTON, THELMA M - DEC	449.81
HALL, CAROLYN E	763.97	LABRECK, ALFRED JR	682.95
HALL, LEE E	96.83	LABRECK, BERNADETTE	399.36



Real Estate Taxes Unpaid 2021

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LACASSE, GEORGE J., JR. AND LISA A.	\$249.63	MCCABE, PATRICK	\$1,256.46
LAGASSE, DOUGLAS	671.18	MCDUGAL, WALTER	876.06
LAGASSE, DOUGLAS P	734.76	MCGLINN, CAROL M	1,069.17
LAGASSE, DOUGLAS P	1,396.52	MCGLYNN, ROBERT A	1,695.60
LAGASSE, ELLIE	178.98	MCLAUGHLIN, EVANS D	2,430.36
LAGASSE, HEATHER R	61.23	MCLAUGHLIN, JERRY, JR.	219.02
LAGASSE, HEATHER R	61.23	MCLEAN, TOM E	141.30
LAMOTHE, CLAUDE A	1,530.75	MCLELLAN, SHAWN	14.13
LAND HO, INC.	131.88	MECHALKO, LISA	8.29
LANDEEN, SHAWN L	963.20	MERCHANT, LEON L	18.84
LAPOINTE, SHAUN	150.72	MERCHANT, LEON L	640.56
LAPOINTE, SHERIL A	1,144.53	MERLIN ONE, LLC	51.81
LAPOINTE-KERNAN, ROSANNE	1,429.49	MERLIN ONE, LLC	157.79
LARSON, STEPHEN	277.89	MICHAUD, JAY	1,165.73
LATHAM, KATE	767.73	MICHAUD, JOYCE - DEV	1,332.93
LAVOIE, LOUIS J., JR.	1,523.69	MICHAUD, KIM R	638.21
LAVOIE, LOUIS J., JR.	1,759.19	MICHAUD, KRISTI HAINES	1,224.23
LAVOIE, LOUIS, JR.	3,365.30	MILTON, GARRICK	1,007.94
LEAVITT, BRIAN G	400.35	MILTON, GARRICK E	1,933.46
LEAVITT, MELISSA R	1,518.98	MINK, MARY ANN	169.56
LEVESQUE, CORINNE	112.97	MINK, MARY ANN	193.11
LEVESQUE, VERNAA	699.07	MINK, MARY ANN	623.34
LEVESQUE, VERNAA	1,657.18	MONTEITH, DOREEN	1,198.70
LEWIS, JAMES A	197.82	MORIN, LOREN	1,024.28
LIBBY, MICHAEL PAUL	360.32	MORTGAGE MENDERS, LLC	6.93
LINDSEY, BRYANT C	1,099.88	MORTGAGE MENDERS, LLC	7.63
LISTER, JASON	2,399.75	MORTGAGE MENDERS, LLC	8.34
MALM, TIMOTHY E	845.45	MORTGAGE MENDERS, LLC	11.42
MANCOS, BRATON	35.33	MORTGAGE MENDERS, LLC	22.36
MANCOS, DUSTIN	2,015.88	MURPHY, BILLIE JO	58.88
MANCOS, MICHAEL A	560.49	MURPHY, LEOLA A	138.95
MAPLE RIDGE PROPERTY MGMT, LLC	1,377.68	MURPHY, RITA M - DEV	1,464.81
MARRETT, DAVID	435.42	NAPALAPALI, JOLANI	428.61
MARTIN, BILLIE-JO	226.08	NEWBEGIN, MICHAEL R	313.22
MARTIN, SCOTT	317.93	NEWBEGIN, MICHAEL R	800.70
MARTIN, SCOTT	843.09	NOBLE, CAROLYN JOYCE	5,216.33
MARTIN, SCOTT A	2,729.45	OLIVER, JONATHAN	56.52
MARTIN, SCOTT A	2,948.46	OLMSTEAD, AARON G	507.30
MARTIN, SCOTT A	4,316.72	OLSON, VANESSA P	2,293.77
MARTIN, SCOTT ALLEN	13,216.26	OUELLETTE, ANNELLA	177.96
MARTIN, SCOTT M	2,435.07	OUELLETTE, LINDA A	838.38
MARTIN, TIMOTHY	452.16	OUELLETTE, LUKE J	930.23
MARTIN, TIMOTHY R	3,308.78	OUELLETTE, TODD P	3,654.96
MARTINO, JONATHAN	99.63	PADDLEFORD, MILTON B	1,104.50
MASSE, KEVIN J	281.86	PALMER, SUSAN M	485.13
MASSE, MICHAEL J	2,197.22	PARADIS, LELAND O., JR.	725.34
MASSEY, SHELLEY	306.15	PELKEY, JEFFREY	164.93
MATTERN, DYLAN	191.35	PELLETIER, LOUISE	481.53
MCBREAIRTY, BRANDON	35.33	PETERSON, DAWN L	7.75
MCBREAIRTY, DONALD	519.16	PHAIR, JUDY M	703.90
MCCABE, PATRICK	131.76	PICARD, MARIO M	30.62



Real Estate Taxes Unpaid 2021

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PICARD, MARIO M	\$204.89	SHAW, ROBERT S II	\$786.57
PLOURDE, BRENT N. & DEBORAH L.		SHAW, ROBERT S II	1,507.20
PLOURDE & NICHOLAS B. PLOURDE	1,226.96	SHAW, ROBERT S II	1,973.49
PLOURDE, LARRY	570.78	SHAW, ROBERT S II	2,352.65
POWER, GRETA	42.33	SHAW, ROBERT S II	3,965.82
POWER, GRETA	42.39	SHEA, MARK	1,005.59
POWER, GRETA	42.39	SILSBEE, DAVID	445.10
POWER, GRETA	228.44	SILSBEE, DAVID E	2,955.53
POWERS, NORMAN C	29.62	SM TRUST	176.63
PRATT, CARL	339.12	SM TRUST	1,836.90
PREMIER PLOW LLC	251.99	SMITH, DIANE AND SCOTT CO TRUSTEES OF THE	
QUIMBY, LEWIS G., JR.	692.37	DANA P. CASSIDY FAMILY TRUST	4,052.96
R.M.B. FRANK, LLC	2,868.39	SOLMAN, JUDITH A	1,024.43
RACKLER, JEREMIE	2,679.99	SOUCIE, ANGEL D	9.42
RAFFORD, WINFIELD A	551.07	ST. JOHN, PETER P	1,469.52
RAMIREZ, XAVIER	447.45	ST. PIERRE, GREGORY	192.36
RANDAZZO, DANIEL T	2,105.37	ST. THOMAS, SHARON L	777.15
RANDOLPH, DALE I	169.56	STAIRS, CHRISTOPHER KYLE	2,635.25
RANDOLPH, DALE I	207.99	STAIRS, DANIEL	3,129.80
RANKIN, WESLEY	415.89	STAVNESLI, DAVID M	329.70
RANKIN, WESLEY	520.87	STOCKDALE, JOHN M	718.28
RANKIN, WESLEY E	215.72	STOECKELER, GEORGE R - DEC	657.05
RATTRAY, KATELYN	16.49	STURGEON, CONNIE L	173.27
RAYMOND, DANIELLE	2,974.74	SUMMERSON, CHRISTOPHER	1,859.54
RAZORBACK CAPITAL LLC	1,389.45	SWAN, LEVI D	613.97
REIFF, CINDY M	1,017.36	SWANSON, DANIEL CLAUDE	1,768.61
RICHARDSON, DERRELL	600.53	TAGGETT, HARRY A	569.91
RICHARDSON, DERRELL	2,265.51	TANG, CHU SUN	83.65
RICHARDSON, DERRELL	6,848.34	TBK NORTHERN MAINE LLC	11.78
RICHARDSON, DERRELL	7,709.73	TBK NORTHERN MAINE LLC	11.78
RIDGE RUNNERS REALTY TRUST	178.98	TBK NORTHERN MAINE LLC	11.78
RINES, JOHN M	383.87	TBK NORTHERN MAINE LLC	11.78
ROSSIGNOL, GARY A	1,215.18	TBK NORTHERN MAINE LLC	23.55
ROWE, DONNA	567.80	TBK NORTHERN MAINE LLC	23.55
ROYAL RIVER, LLC	468.99	TBK NORTHERN MAINE LLC	23.55
SANDS, WILLARD H	645.27	TBK NORTHERN MAINE LLC	23.55
SAUCIER, DIANE B	303.73	TBK NORTHERN MAINE LLC	23.55
SAUNDERS, CHRISTOPHER D	666.47	TBK NORTHERN MAINE LLC	35.33
SAUNDERS, SUZANNE	1,005.59	TBK NORTHERN MAINE LLC	35.33
SAVOIE, DALE	346.19	TBK NORTHERN MAINE LLC	35.33
SEAMAN, YVETTE	69.79	TBK NORTHERN MAINE LLC	35.33
SHAW, JEREMY G	2,147.76	TBK NORTHERN MAINE LLC	35.33
SHAW, ROBERT S	75.36	TBK NORTHERN MAINE LLC	35.33
SHAW, ROBERT S	332.06	TBK NORTHERN MAINE LLC	117.75
SHAW, ROBERT S	706.50	TBK NORTHERN MAINE LLC	117.75
SHAW, ROBERT S	906.68	THERIAULT, BRAD A.	960.84
SHAW, ROBERT S	1,229.31	THERIAULT, CARL	367.38
SHAW, ROBERT S	1,933.46	THERIAULT, GENE & EDNA-LIFE ESTATE	548.72
SHAW, ROBERT S	8,386.16	THERIAULT, JANICE - DEV	710.07
SHAW, ROBERT S	15,083.78	THERIAULT, JOHN J	745.18
SHAW, ROBERT S II	687.66	THERIAULT, KRISTI ROSE	489.84



Real Estate Taxes Unpaid 2021

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THERIAULT, LAURANE D - DEC	\$991.59	TURCK, KATHERINE M	327.35
THERIAULT, SHANE H	2,833.07	VAILLANCOURT, SIMONE M	263.76
THIBODEAU, DANIEL A	1,363.55	VALENTINO, FRANK	791.28
THIBODEAU, P RONALD	2,011.17	VIOLETTE, LOUISE C	3,066.21
THIBODEAU, TRACY L	532.23	VIOLETTE, RANDY R	1,122.68
THIBODEAU, WILLIAM A., JR.	280.25	WALKER ENTERPRISES, LLC	9.42
THOMAS, ASHLEY L	303.16	WALKER ENTERPRISES, LLC	1,342.35
THOMAS, BECKY L	487.49	WALTON, DIANA L	433.32
THOMAS, TRAVIS A	548.72	WAMBOLD, DARLA M	1,533.11
THOMPSON, JAY R	551.07	WEATHERHEAD, FRANK C	2,969.66
THOMPSON, JAY R	2,439.78	WESTIN, MARK L	172.87
THOMPSON, ROLAND	89.49	WHITE, DAVID	89.49
TIBBERT, STEPHEN M	584.17	WILLETTE, RYAN J	1,045.56
TIBBS, LLOYD ALAN	67.34	WILLIAMS, SETH	4,460.37
TILLEY, TINA MAY - DEV	613.98	WILL-TURN FARMS, LLC	13.01
TINGLEY, BRUCE EARL	1,763.90	WOLFE, PAUL A	21.60
TOMPKINS, BARBARA C	287.31	WOOD, JULIE - DEC	1,104.50
TOOTHAKER, BROCK	965.55	YAGHMAI, MADJID	1,714.44
TRACY, GALEN R. - DEV	23.55	YORK, RONALD C	740.72
TRACY, GALEN R. - DEV	798.35	YORK, STEVEN M	4,549.86
TRACY, JOSHUA J	292.02	ZERNICKE, KENNETH - DEC	322.64
TROMBLEY, SHAWN A	1,511.91		<u>\$714,212.62</u>
TROMBLEY, STEVEN LEE	400.35		



Tax Liens

as of December 31, 2021

AKERSON, JOHN - DEV	\$1,467.17	LAPOINTE, SHERIL A	\$1,144.53
ALBERT, ROLAND P	965.55	LATHAM, KATE	767.73
BELLEFLEUR, NORMAND - DEC	461.22	LAVOIE, LOUIS J., JR.	1,759.19
BOUCHARD, BRIAN J	1,205.76	LAVOIE, LOUIS, JR.	3,365.30
BOURGOINE, DANIEL	895.87	LEWIS, JAMES A	197.82
BOUTOT, ARMOND Z	1,128.05	MALM, TIMOTHY E	845.45
BRAGDON, GLEN JR	715.92	MANCOS, BRATON	35.33
BRECHT, LINDA	328.54	MANCOS, MICHAEL A	560.49
BROWN, TIMOTHY L	685.31	MASSEY, SHELLEY	192.17
BROWN, TIMOTHY L	765.38	MCBREAIRTY, BRANDON	35.33
BURGESS, HENRY	1,102.14	MERLIN ONE, LLC	157.79
BURGESS, HENRY	1,186.92	MERLIN ONE, LLC	51.81
CAPAROTTA, ANTHONY L	440.39	MICHAUD, JOYCE - DEV	1,332.93
CAPAROTTA, ANTHONY L	605.24	MURPHY, BILLIE JO	58.88
CARON, DANA P	551.07	MURPHY, RITA M - DEV	1,464.81
CARON, DANA P	1,375.32	NOBLE, CAROLYN JOYCE	2,715.28
CHESTNUT, JEFFREY S	454.52	OUELLETTE, JERRY P	555.64
CLARK, DANIEL	498.77	OUELLETTE, LUKE J	473.17
CORBIN, JOSEPH F	503.97	PALMER, SUSAN M	485.13
CORBIN, JOSEPH F	1,005.59	PARADIS, LELAND O., JR.	725.34
DAVID, JODY	47.10	RACKLER, JEREMIE	2,679.99
DAVID, JODY	78.51	RICHARDSON, DERRELL	109.90
DEMOURA - DEC, ANTONE	739.47	RIDGE RUNNERS REALTY TRUST	178.98
DRISCOLL, DOUGLAS A	1,606.11	RINES, JOHN M383.87SAVOIE, DALE	41.98
DUNCAN, JASON B	2,835.42	ST. JOHN, PETER P	1,469.52
DUNCAN, JASON B	266.12	SWANSON, DANIEL CLAUDE	1,768.61
ESPLING, DEBRA	178.98	THIBODEAU, TRACY L	532.23
EVANS, RITA M	150.62	TOMPKINS, BARBARA C	287.31
FISHER, DWAYNE (SR) & FISHER, ANGELA &		TOOTHAKER, BROCK	965.55
FISHER, DWAYNE (JR)	358.24	TROMBLEY, STEVEN LEE	400.35
FORD, RANDOLPH, et.al. & TREVOR J.D.		VALENTINO, FRANK	582.22
& SUSAN P. PARR	423.90	VON MERTA, RICHARD - LIFE ESTATE	1,511.91
FORTIN, LINDA	828.96	WAMBOLD, DARLA M	786.22
FORTIN, LINDA	572.27	WARNER, LOYCE MARY, ET.AL.	1,340.00
FROST, LELAND	859.58	WOOD, JULIE - DEC	874.65
FROST, LELAND - LIFE ESTATE	3,318.20		72,376.60
GAGNON, DEBRA	65.94		
GAGNON, DEBRA L	515.75		
GAGNON, DEBRA L	657.05		
GREENIER INC.	1,128.05		
HAMMONDS, RICHARD	76.38		
HANEY, CHRISTOPHER A	1,309.38		
HANEY, CHRISTOPHER A	1,179.86		
HANEY, NATHAN	1,090.37		
HARTLEY, ALLYN D	70.65		
HEWITT, FLINT A	824.25		
HOOEY, RAYMOND	932.58		
HUNTER, MATTHEW A	1,653.47		
JOHNDRO, JACQUELINE	146.01		
KEATON, VAUGHN	3,216.93		
LAND HO, INC.	66.34		



Notes:



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